Telling the Story of Youth Work through Social Return on Investment

A Forecast SROI Analysis of Tararua Community Youth Services (Aotearoa, New Zealand)

December 2025

Report prepared by Hands for Impact in partnership with Ara Taiohi

Lead author: Dr. Marie Nissanka

Supervisory Team

- Dr. Grace Clare (SROI Analyst, Hands for Impact) - mentorship, methodological guidance, report structure and writing, revision and editing.
- Claudia Wace (Founder and Impact Strategy Lead, Hands for Impact) - oversight, revision and editing.
- Dr. Sneha Lakhotia (Director at Social Prism and Accredited SROI Trainer, Practitioner, and Assurer) - mentorship, revision and feedback.

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We believe that social impact measurement is most powerful when approached through a sector-wide lens, grounded in partnership and collective learning. By working together, we aim to build the capacity of organisations to demonstrate their value, strengthen their voice, and ultimately increase the positive impact for the communities they serve and the sector as a whole.

Our Mission: *To improve access to social impact measurement for Aotearoa's non-profit sector through a cost-effective, collaborative and sector-wide approach.*

Our Vision: *A well-resourced, connected and evidence-informed sector that tells its collective story with clarity and mana.*

Hands for impact is committed to upholding Te Tiriti o Waitangi, this is reflected through our values:

- **Mana Manaaki:** We build the mana of others through nurturing, growing and challenging.
- **Mōhiotanga:** We share information through knowledge, knowing, understanding, comprehension, intelligence, awareness, insight and perception.
- **Manawa Māui:** We're a catalyst for change by challenging the status quo constructively and seek better ways of doing things.
- **Puaretanga:** We're transparent by nature by sharing what we're doing, how we are doing it and what we learn.

We are deeply grateful to Tararua Community Youth Services for the opportunity to walk alongside them, and for their openness, insight, and generosity throughout.

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Executive Summary

Tararua Community Youth Services (TCYS) delivers a comprehensive and relational model of youth development for taiohi across Tāmaki-nui-a-Rua. This Social Return on Investment (SROI) analysis assesses the value created for taiohi aged 15+ who engaged with TCYS in 2024/25. It draws on mixed-methods evidence including administrative data, a participant outcomes survey, regression analysis, and stakeholder verification. The resulting SROI ratio of **$11.65:$1** indicates that for every dollar invested in TCYS, an estimated **$11.65** of social value is generated—a strong return that remains consistently positive under multiple sensitivity scenarios.

Key Findings

- **Strong value creation:** The forecast SROI ratio of **$11.65:$1** is realistic and not overstated. It is based solely on well-evidenced outcomes and does not include enabling outcomes, which remain essential precursors to achieving the material outcomes.

- **Material outcomes:** Six core outcomes were monetised:
    - Strengthened sense of identity
    - Develops skills to make better life choices
    - Achieves educational goals
    - Gains employment
    - Improved ability to be a parent
    - Reduced offending[1].

- **Pathways to independence:** The analysis confirms that trusted relationships with Youth Workers are the foundation for independence. Safe spaces, mentoring, practical supports (e.g. kai, transport, driver licensing), and youth-led activities enable taiohi to re-engage with learning, gain skills, secure jobs, and strengthen whānau life.

- **Community and system impact:** TCYS's work contributes not only to individual wellbeing but also to reduced demand on justice systems, and safer local communities. Ministry of Justice data shows youth offending in Tāmaki-nui-a-Rua, Dannevirke is near-zero, compared with considerably higher rates in neighbouring districts — an outcome repeatedly attributed to TCYS's presence.

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[1] These outcomes were evidenced through youth voice, caregiver and staff perspectives, organisational reporting, and external data.

Strategic Insights

- **Undervalued rural Youth Work:** TCYS is the only dedicated youth development provider in Dannevirke and they service the whole Tāmaki-nui-a-Rua region. Its relational, wrap-around approach fills systemic gaps left by education, health, and justice systems, yet remains vulnerable to funding cuts.

- **Evidence for funders:** The SROI provides a credible baseline that demonstrates the economic and social return of investing in Youth Work. It can strengthen TCYS's case for sustained government and philanthropic support in light of upcoming contract reductions.

- **Organisational learning:** TCYS delivers high relational value, but outcome measurement remains inconsistent. Embedding simple pre- and post-programme surveys across services would generate stronger data on outcomes such as identity, safety, and reduced risky behaviours.

Recommendations

1. **Strengthen data systems** to consistently track education, employment, and wellbeing outcomes across programmes.
2. **Embed pre-and post-surveys** to capture shifts in identity, safety, and decision-making, ensuring comparability and stronger evidence of social value.
3. **Plan for sustainability** by deepening partnerships with iwi (tribe), council, and local funders to offset national funding cuts.
4. **Leverage findings for advocacy**, using the **$11.65:$1** ratio and taiohi voice to highlight the value of preventative, relationship-based youth development in rural Aotearoa.

Conclusion

TCYS delivers transformative outcomes for taiohi in Tāmaki-nui-a-Rua, creating significant social and economic value for the community. With $11.65 returned for every $1 invested, this analysis provides strong evidence that sustained investment in youth development generates lasting benefits — empowering taiohi, contributing to safer, more resilient communities. Therefore, this SROI demonstrates that TCYS creates wide-ranging social value by strengthening the capabilities, confidence, and life trajectories of taiohi in the Tararua district.

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1. Introduction

Background and Context

Youth Work is a key driver of youth development in Aotearoa New Zealand. Ara Taiohi defines Youth Work as *"the development of mana-enhancing relationships between a Youth Worker and a young person, where young people actively participate, discover their power, and choose to engage for as long as agreed"[2]*. The practice is centered on supporting holistic, positive development so taiohi (aged 12 to 24) can contribute to themselves and their community.

Evidence shows that Youth Work plays a significant role in the wellbeing and development of taiohi (Mahi Tūturu, 2025)[3]. Yet, the youth development sector remains undervalued and underfunded (Harrington, 2025)[4]. Many organisations operate under short-term contracts, facing growing pressure to deliver outcomes while providing funders and partners with evidence of their impact.

In response, there has been a shift in the non-profit sector toward more systematic ways of accounting for social value. Social Return on Investment (SROI) provides a tool for non-profit organisations to effectively demonstrate their value and identify where resources can be allocated to further optimise their impact.

This SROI report was commissioned by Ara Taiohi[5], the peak body for youth development in Aotearoa New Zealand, as part of a pilot project designed to better understand the impact of Youth Work delivered through community organisations and to establish a methodological foundation for a sector-wide social value project. Two organisations were selected to reflect the diversity of youth development contexts: Rānui 135, an urban organisation based in West Auckland, and TCYS, a rural organisation based in Dannevirke. While this report exclusively focuses on TCYS, together, their stories of change provide a meaningful lens on the unique value Youth Work creates across different community settings.

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[2] https://arataiohi.org.nz/career/code-of-ethics/definition-of-youth-work/
[3] J001475-Mahi-Tuturu_final-spreads.pdf
[4] Harrington, J. (2025). *Whanaketanga i Aotearoa: Ngā Tāhuhu Kōrero — A History of Youth Work in Aotearoa New Zealand*. Wellington, NZ: Ara Taiohi.
[5] https://arataiohi.org.nz/

Report Methodology

SROI is a principle-based methodology for measuring and accounting for the broader concept of value. It seeks to understand, measure, and value the outcomes experienced by people and organisations as a result of an activity. SROI combines qualitative, quantitative, and financial information to tell a credible story of change that reflects what stakeholders themselves say is important.

Through the use of financial proxies, outcomes that do not have a market price can be given a monetary value. This does not mean putting a price tag on people or their experiences, but rather expressing the relative importance of outcomes in a way that can be compared with the resources invested. The end result is an SROI ratio, which shows how much social value is created for every dollar invested.

The methodology used in this report aligns with the Principles of Social Value, as outlined by Social Value International[6] (Table 1). These principles draw on established approaches from social accounting, cost-benefit analysis, financial accounting, and evaluation practice. They provide the foundation for making more informed decisions about value, ultimately aiming to increase equality, improve wellbeing, and enhance environmental sustainability.

Table 1. The Social Value Principles

Principle	Simple Description
Principle 1: Involve stakeholders	Work with stakeholders to understand what changes for them, and ensure their voices inform what is measured and how.
Principle 2: Understand what changes	Articulate how change happens, describing outcomes (positive and negative, intended and unintended).
Principle 3: Value the things that matter	Use appropriate financial proxies to represent the relative importance of outcomes, so they can be compared to the investment.

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[6] https://www.socialvalueint.org/principles

Principle 4: Only include what is material	Include only the information and evidence that is necessary for a true and fair picture of the value created.
Principle 5: Do not over-claim	Recognise the contributions of others and only claim the value that your activities are responsible for creating.
Principle 6: Be transparent	Demonstrate the basis of your analysis openly, making clear the methods, assumptions, and limitations.
Principle 7: Verify the result	Ensure the results are tested and assured independently, to increase credibility and confidence.
Principle 8: Be responsive	Use the results to learn, improve, and be accountable to stakeholders, embedding feedback and change into decision-making.

The methodology follows the six stages of SROI, as outlined in the *Guide to Social Return on Investment* (Nicholls et al, 2012), referred to throughout this report as the *SROI Guide*.

Six Stages in SROI Analysis:

1. Establishing Scope and Identifying Stakeholders
2. Mapping Outcomes
3. Evidencing and Valuing Outcomes
4. Establishing Impact
5. Calculating the SROI
6. Reporting and Using the Results

Report Structure

This report is organised into 10 main sections (excluding the Introduction). These sections align with the six stages of the SROI methodology. Our approach is grounded in whakawhanaungatanga (building relationships), transparency, and accessibility.

In recognition of the cultural context of this mahi (work), the report also incorporates te reo Māori words. A full glossary of terms is provided in Appendix A.

2. Organisation Background and Delivery

2.1 About Tararua Community Youth Services

Tararua Community Youth Services (TCYS) was formally established in 1996, emerging from a grassroots movement driven by growing concern for the wellbeing of local taiohi. Prior to its official formation, the Dannevirke community had expressed alarm over the presence of "street kids". These kids were not involved in criminal activity, but clearly vulnerable due to a lack of structured support, safe spaces, and positive engagement. In response, the Dannevirke Community Services Trust launched a Friday night drop-in centre, which soon became known as Planet Café. Located in a council-owned building behind the community centre, Planet Café provided a safe, welcoming environment where taiohi could socialise, play games, and simply be themselves. The initiative quickly gained momentum, attracting volunteers and expanding to include holiday programmes, a popular youth night series called Crow's Nest, and informal mentoring opportunities.

Although Youth Work was not widely recognised as a professional field at the time, TCYS grounded its early practice in relationship-building, trust, and youth-led engagement - principles that continue to shape its approach today. From its inception, TCYS has done more than deliver structured activities, it has pioneered a locally-rooted model of youth development that is relational, holistic, and deeply responsive to the real-life needs of taiohi in Tāmaki-nui-a-Rua.

The mission of TCYS is to empower potential within youth communities by providing safe environments, meaningful relationships, and opportunities that foster personal growth, confidence, and long-term success. Its vision is for taiohi to embark on a journey toward wellbeing, lead inspiring and positive lifestyles, and develop the skills necessary for self-determination and active citizenship. TCYS is guided by a clear sense of purpose: to ensure the taiohi of Tāmaki-nui-a-Rua are healthy, supported, and equipped to pursue their aspirations. This is achieved through a strong set of core values:

- **Youth-Led Engagement**: Listening to and acting on the needs of taiohi.
- **Empowerment and Skill-Building**: Supporting taiohi to develop independence and reach their potential.
- **Strong Relationships**: Creating safe, trusting environments where taiohi feel heard and valued.
- **Equity and Inclusion**: Championing fair, accessible opportunities for all.
- **Community Strengthening**: Collaborating with schools, whānau, iwi, and organisations to amplify impact.

2.2 Local Context and Youth Needs

TCYS operates in Dannevirke, a close-knit rural town at the centre of Tāmaki-nui-a-Rua and its surrounding farming communities. The area is rich in whanaungatanga and community pride, yet taiohi navigate significant structural barriers, including limited employment pathways, housing pressures, and restricted access to youth-specific services. Despite boasting the second-largest roading network in the North Island, the district comprises small, dispersed communities, with limited public transport leaving towns such as Dannevirke, Pahiatua, and Ākitio disconnected. These conditions make it harder for taiohi to access education, training, and wider opportunities. Local schools continue to grapple with high levels of student exclusion, which reduces the ability to address systemic barriers in education. Many taiohi also experience challenges such as housing instability and exposure to harmful influences. Specialist services are limited in Dannevirke with a lack of drug and alcohol support, youth-specific counselling options, and local vocational training providers. Further, most TCYS contracts focus on taiohi with complex needs. TCYS provides intensive, relationship-based support that strengthens identity, builds resilience, and creates clear pathways to stability and independence. In a region shaped by limited infrastructure and uneven opportunities, TCYS stands as a vital connector, ensuring youth development is holistic, strengths-based, and grounded in trusted relationships.

The region has two principal iwi: Ngāti Kahungunu ki Tāmaki-nui-a-Rua and Rangitāne o Tāmaki-nui-a-Rua, who also offer community support such as taiohi mentoring, mobile health services, housing advocacy, and Whānau Ora guidance. TCYS works in partnership with both iwi, providing coordinated, culturally responsive services that reflect the lived realities of taiohi[7].

As of the 2023 Census, 35.8% of Tararua's 18,660 residents are under 30, with 26.9% identifying as Māori and 2.7% as Pacific Islander[8]. These figures highlight the importance of culturally affirming, youth-friendly services, particularly in a region where mainstream systems may not reflect diverse learning needs. Many taiohi experience barriers to accessing mental health care, education, and employment - barriers intensified by rural isolation, lack of public transport, and concerns around privacy in tight-knit communities.

Education and vocational pathways in the district remain limited. Taiohi with trauma, learning differences, or neurodiverse needs often disengage not due to lack of ability, but because systems are ill-equipped to respond flexibly. Alternative education options,

[7] Family Services Directory (2024); Tararua District Council (2023).
[8] Tararua District Council Annual Report (2023); Statistics New Zealand (2023). Census.

taster courses, and trusted Youth Workers help bridge this gap, but long-term solutions require investment in inclusive, adaptive models.

These challenges are compounded by short-term funding cycles, which restrict planning and disrupt continuity of care. Although youth work is vital to early intervention and long-term change, it is consistently undervalued (Harrington, 2025). In 2024/25, TCYS operated on an income of around $1 million, sourced from Ministry of Social Development (MSD) contracts and supplementary funders such as The Community Organisation Grants Scheme (COGs), Lotteries Grants Board, philanthropic grants, and local partners. However, TCYS has received formal notice of funding reductions for 2026, including cuts to MSD contracts and the discontinuation of Ministry of Youth Development (MYD) support. This has already led to the closure of the Pahiatua youth space in December 2024 and is placing additional strain on core services.

TCYS's work is both a response to, and a solution for, these structural inequities. Its youth-led approach supports taiohi to navigate adversity, rebuild self-worth, and reimagine futures despite the limits of the systems around them.

2.3 Tararua Community Youth Service's Delivery Approach

At TCYS, each programme is delivered through a combination of structured one-on-one sessions, flexible mentoring, group activities, and hands-on workshops such as CV building, cooking, and budgeting. Kaupapa Māori values underpin initiatives like Guys 4 Guys Mentoring, which uses whanaungatanga, manaakitanga, and role modelling to support young men in a way that affirms identity and belonging. Activities are often co-designed with taiohi ensuring services are not only relevant but also shaped by local voices and lived experience. The School Holiday Programme and cultural excursions integrate tikanga Māori, strengthening cultural identity alongside life skills.

The relational approach reflects the Mana Taiohi[9] Youth Development Principles and aligns with Te Tiriti o Waitangi commitments. Staff often volunteer their own time and resources, demonstrating aroha and commitment that extends beyond formal contracts. By meeting taiohi where they are and weaving together practical help with cultural affirmation, TCYS fosters a sense of belonging, capability, and purpose that resonates with the aspirations of the Tāmaki-nui-a-Rua community.

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[9] https://arataiohi.org.nz/career/code-of-ethics/

For taiohi Not in Education, Employment, or Training (NEET), Youth Payment (YP), and Young Parent Payment (YPP) participants, TCYS delivers a holistic, relational approach that blends structured one-on-one sessions, flexible mentoring, group activities, and practical life skills workshops tailored to each person's goals and challenges. The NEET service focuses on re-engagement and future planning through weekly credit drop-in sessions with kai, transport to career expos, and targeted life planning. The YP and YPP services combine regular coaching and progress checks linked to financial obligations with parenting courses, budgeting workshops, and milestone incentives such as weekly stipends for completing modules. Across all three programmes, trained Youth Workers, many with formal qualifications, provide consistent, trust-based support.

TCYS is funded through a mix of public, philanthropic, and in-kind support. Government funding over $542,000 annually comes from MSD, Ministry of Children (Oranga Tamariki [OT]), and the Ministry of Youth Development (MYD) for youth services, mentoring, driver licensing, and cultural/outdoor programmes. MSD funds the NEET, YP, and YPP services, plus targeted driver licensing. Oranga Tamariki (OT) funds the Rangatahi Mentoring Programme and School Holiday Programmes, while MYD funds general mentoring, coaching, and expenses for overall youth programmes. Philanthropic support is led by Eastern and Central Community Trust (ECCT), which provides $50,000 a year for *Guys 4 Guys* and general mentoring, with plans for a multi-year partnership to help sustain services amid anticipated 2025/26 national youth sector funding cuts. Additional contributions come from Sport Manawatū, Think Hauora, and grants such as Lottery and COGS.

In-kind support includes donated food, free venue and testing space, and unpaid Youth Worker overtime. Funding is a mix of ongoing and fixed-term contracts, and while the SROI was not a funding requirement, it is being used to evidence impact and strengthen the case for continued investment.

3. Project Scope

Establishing the scope is the first step of an SROI analysis. This stage helps to set clear boundaries about what is being considered, why it matters, and the resources available. This process ensures alignment with the organisation's goals while finding a balance of depth and feasibility within the project's timeline and resourcing. It is important to note that defining the scope is an iterative process, and adjusting the scope in response to new information is good practice and not unusual. Please refer to **Appendix C** for details about establishing the scope.

3.1 Purpose of the SROI Analysis

This SROI analysis seeks to:

- Demonstrate the value of youth work in a rural context to funders, partners, and the wider sector
- Accurately depict TCYS as the only dedicated youth development organisation in Dannevirke, servicing the whole of Tāmaki-nui-a-Rua
- Inform programme delivery, strengthening responsiveness to taiohi needs
- Contribute rural-context evidence to the wider youth sector social value project

The analysis explored not only *what* outcomes were achieved, but *how* TCYS's sustained, relationship-based approach builds trust and safety, enabling taiohi to develop skills, identity, and independence.

Audience

This analysis is intended for:

- **Internal**: TCYS leadership (delivery and sustainability)
- **Funders**: Government agencies, Rural Education Activities Programme (REAP), Horizons, local councils
- **Community stakeholders**: iwi, police, schools, and employers
- **Taiohi**: whose lived experience is central to TCYS's kaupapa

3.2 Scope of Analysis

This analysis focuses on understanding the social value created through TCYS's place-based, relationship-centred model supporting **taiohi aged 15–24** through informal engagement and structured wrap-around services. This group was selected as the focus of the analysis because the most significant and measurable social change occurs

among taiohi aged 15–24, who engage more intensively with TCYS's wrap-around services. At this stage of life, taiohi are navigating critical transitions in education, employment, and identity formation, making the outcomes of TCYS's relationship-centred, place-based support particularly observable and enduring. The inclusion criteria therefore focused on programmes designed for this age group, namely, **NEET**, **YP**, **YPP**, and **Guys 4 Guys Mentoring** - where depth of engagement and developmental impact are the strongest.

3.3 Scope of Activities

Included Activities

Table 2 summarises the activities included within the scope of this analysis during the 12-month financial year, from 1 July 2024 to 30 June 2025. Note that while MSD contracts set target numbers, actual engagement exceeded these in most cases, reflecting TCYS's responsiveness and relational success.

Table 2. Scope of activities included in the analysis

Programme / Service	Description and Delivery Model	Funder / Contract	Contract # (2024)	Actual # (2025)
NEET Service	The NEET service provides personalised, wraparound support for taiohi aged 15–18 who are disengaged or at risk of disengagement from education, employment, or training. Identified as high to very high risk under MSD's risk factors[10]. These taiohi receive both preventative and responsive support through individualised plans, one-on-one mentoring, and practical resources such as transport, NCEA support, and driver licensing. This holistic, relationship-based approach enables them to set goals, reduce risky behaviours, and improve wellbeing, with support available over multiple years to ensure stability during critical developmental stages.	MSD	40	42

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[10] High or very high risk taiohi are defined using MSD's risk assessment model, which considers factors such as significant truancy, past involvement with youth justice or Oranga Tamariki, lack of academic achievement (below NCEA Level 2), and parental benefit dependency. These indicators align taiohi with the top risk bracket requiring intensive support. Reference: insights-reporting-series-young-people.pdf

YP Service	YP supports 16–17-year-olds who cannot live at home by combining financial assistance with mentoring, budgeting, and life skills coaching. Delivered by TCYS, the programme helps taiohi maintain stability, engage in education or training, and work toward independence. A taiohi may remain on YP until they are 18 years of age.	MSD	20 (YP+YPP)	24
YPP Service	YPP supports taiohi aged 16–19 with a dependent child, requiring full-time study or training, budgeting and parenting courses, tamariki in ECE for 15+ hours a week, and up-to-date Well Child checks. Payments are managed under a "traffic light" compliance system, where sanctions can be applied for missed obligations, but incentives are also offered for meeting requirements[11]. YPP is more than financial support as it provides a pathway to independence, helping young parents balance caregiving with study, build work readiness, and reduce long-term benefit dependency, with support available for several years.	MSD	– (part of 20 above)	8
Guys 4 Guys Mentoring Programme	Guys 4 Guys is a strengths-based, activity and adventure-based mentoring programme for young men, offering consistent support and positive male role models. Grounded in kaupapa Māori and the Mana Taiohi framework, it uses a "big brother" approach to build identity, resilience, and connection through life coaching, recreation, and community service. Taiohi may choose to leave the programme at any stage and they are also welcome to stay for multiple years.	ECCT	20	20 (This SROI focuses on 15 taiohi who are 15-24)
Total Taiohi included in Scope		**89**		

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[11] Taiohi receiving Youth Payment or Young Parent Payment are placed into the traffic light system, which clearly signals whether they're meeting their obligations - Green (on track); Orange (directed to contact Youth Coach within five working days); Red (payments may be reduced or stopped). Reference: MSD PowerPoint Presentation.

Scope Rationale

The scope of this SROI was defined in alignment with **SROI Principle 1: Involve Stakeholders** and **Principle 4: Only Include What Is Material**, focusing on taiohi aged 15–24 who engage in NEET, YP, YPP, and Guys 4 Guys. Stakeholder consultation confirmed that the most significant and measurable changes such as identity development, stability, education, and employment readiness occur for taiohi within this age group, who typically enter TCYS at a point of disconnection from school, work, or support systems. Likewise, the services of NEET, YP, YPP and the Guys 4 Guys programme were selected because they directly engage taiohi who would otherwise remain disconnected from education, employment, or support systems during a formative stage of life. By focusing on those most at risk of long-term exclusion, they capture the heart of TCYS's impact, transforming disengagement into stability, opportunity, and independence. These programmes share a consistent relational model of youth work that is unique in Tāmaki-nui-a-Rua, making them material to the valuation. Refer to **Appendix C and Section 4.1.1** for more details on establishing the scope alongside the inclusion and exclusion criteria.

Stakeholders such as younger taiohi (11–14), whānau, and a range of supportive services (e.g., driver licensing, vocational skills, holiday programmes, kai) were excluded under the materiality test. While these groups and services add value and may perform an *enabling* function, they do not directly contribute to material outcomes with measurable, monetisable change within the evaluation period. This ensures alignment with **Principle 5: Do Not Overclaim**, by avoiding attribution of impact that cannot yet be evidenced or isolated. The resulting scope therefore captures the core population and programmes where TCYS creates the deepest and most measurable social value, while transparently documenting what sits outside the boundary of this SROI study.

Excluded From Scope:

- **Younger cohort (11–14 years):** Outcomes at this stage are enabling but not material for valuation.
- **Whānau:** Likely to benefit from TCYS services but not material for valuation as TCYS is primarily a youth-focussed organisation. Further, there are difficulties in obtaining representative engagement.
- **Vocational Skills Training:** Support for trades, retail, and service sector training; CV coaching; job interview preparation.
- **Rangatahi Mentoring:** Holistic one-on-one mentoring for taiohi 16–24.

- **Driver Licensing Support:** Assisting taiohi with obtaining learner, restricted, and full licences (includes NZTA partnerships and practical help.
- **Health and Wellbeing Packs:** Provision of hygiene products and kai packs.
- **ID Services:** Support with accessing birth certificates, passports, and official documents.
- **School Holiday Programmes:** Culturally inclusive activities, excursions, and recreation.
- **Kai Pai / Food Support Initiatives:** In-kind kai donations and emergency food provision.
- **Community events:** TCYS has a strong presence in community events as this is an opportunity for outreach and relationship building.

3.4 Type of Analysis

This **forecast SROI** covers the period of **1 July 2024 – 30 June 2027**, drawing on outcomes evidenced in 2024–2025 and retrospective stakeholder reflections to establish a baseline. A forecast approach was chosen to capture long-term benefits, strengthen advocacy considering funding reductions from 2026, and model how sustained investment in the 15–24 cohort can shape future outcomes in education, employment, wellbeing, and community contribution. Forecasting provides strategic value by strengthening funding applications, informing programme design, and demonstrating the likely return on investment for outcomes that take time to fully emerge. It also establishes a baseline for benchmarking future SROI studies, enabling TCYS to track progress and refine delivery. The projections reflect the realities of rural youth development where change is gradual and built on trusted relationships. This study is transparent about limitations and focused on *potential* rather than guaranteed impact.

4. Involving Stakeholders

Involving stakeholders is fundamental to SROI because it ensures the analysis reflects those who are actually affected. Stakeholders are people or organisations who experience change as a result of the activities being evaluated, including positive or negative effects that may be intended or unintended.

For stakeholders to be included, they must be **considered material to the analysis (Principle 4)**. Materiality means including only the information or stakeholder groups that are essential to telling a true and fair story of the value created. If excluding a stakeholder group would misrepresent the organisation's activities, outcomes, or overall value, then that group is considered material and must be included. The following sections outline how stakeholders were identified, engaged, and how their perspectives informed this SROI study.

4.1 Stakeholder Mapping

Stakeholder mapping is the process of identifying, categorising, and validating all the people and groups who affect or are affected by TCYS's activities. Hands for Impact began by listing all potential stakeholders, informed by insights gathered from the Scoping and Planning hui (meeting), desktop research, sector knowledge, and feedback from organisational leadership. These stakeholders were then grouped into three categories:

- **Primary**: Those who are directly or indirectly affected by TCYS's activities - i.e., taiohi.
- **Secondary**: Those who help deliver TCYS's mahi, such as Youth Workers, staff, volunteers, and partner organisations.
- **Tertiary**: External supporters and collaborators whose investment, influence, or advocacy helps sustain TCYS's mahi, such as funders, government agencies, the local government, iwi partners, schools, employers, and community leaders.

A Stakeholder Mapping Hui was then held with TCYS to refine and verify the Stakeholder Map. This involved reviewing each group to understand how they were affected by or contributed to TCYS's activities and determining the number of stakeholders in each group (see **Appendix B**).

4.1.1 Stakeholder Inclusion and Exclusion Rationale

The inclusion of stakeholders in this SROI was guided by the principle of materiality. In practice, this means only including stakeholder groups whose outcomes are significant

enough that exclusion would misrepresent the value created. Stakeholders were considered material if they either experienced meaningful change themselves or were essential to the delivery of outcomes. For this analysis, the outcomes for the government, the local justice system, and taiohi aged 15-24 are monetised. This reflects:

- The stage where material outcomes such as education completion, employment readiness, and sustained wellbeing are most observable
- Many taiohi in this age group have long-term relationships with TCYS, providing a strong foundation of trust and intensive mentoring
- The critical developmental period where patterns of independence, identity, and decision-making consolidate, making outcomes more measurable
- The spill-over effects on the return on investment on government spending regarding employment and reduced crime

Other stakeholders such as Youth Workers, whānau and TCYS staff were engaged to co-develop the Theory of Change and verify outcomes, but their outcomes were not monetised. They are recognised as enablers in the Value Map, contributing essential inputs and contextual insights. TCYS focuses on youth development and does not operate as a whānau (family) service, which defines the scope of this SROI analysis. The study is limited to changes that TCYS creates in the lives of taiohi, rather than monetising benefits for wider stakeholder groups, even though spill-over effects for government are acknowledged. See **Appendix C** for the full inclusion/exclusion rationale for each stakeholder group.

4.2 Stakeholder Engagement

Stakeholder engagement was conducted in three phases:

- **Online interviews with secondary stakeholders** (TCYS staff, the TCYS Board, Youth Workers, and volunteers) to capture organisational context, programme delivery insights, and observed changes for taiohi.
- **Face-to-face engagement** during a three-day onsite visit, where taiohi, whānau (where this was possible), and community members (such as former TCYS programme participants) engaged in focus groups, interviews and informal conversations. Taiohi engagement was coordinated by TCYS staff to ensure a safe, familiar environment.
- **An Outcomes Survey** was administered for taiohi within the scope of this study to verify the findings after the report was written. The survey was the foundation of the quantitative results that are integrated into the report.

The Outcomes Survey, focus groups, and one-to-one interviews all served as important engagement methods within the evaluation. The survey provided a structured way to gather measurable insights across participants, while focus groups and individual interviews created safe, accessible spaces for taiohi and whānau to speak openly. Together, these methods helped build trust and rapport, centred taiohi voices, and ensured the evaluation captured honest, meaningful participation across all groups.

All interviews and focus groups followed a semi-structured guide **(Appendix D)**, adapted from the *Guide to SROI* and Hands for Impact's relational approach to social value research. Lines of inquiry included:

- What changes occurred as a result of being part of TCYS?
- How valuable were these changes?
- What (or who) contributed to these changes?

The Outcomes Survey, originally designed as an accessible tool for taiohi to verify identified outcomes, formed a substantial component of the mixed-methods analysis due to its strong response rate. The survey provides self-reported measures of change using simple rating scales and reflections, enabling meaningful quantification of outcome depth and supporting subgroup analysis through regression modelling. Its findings complement interview data, programme information, and youth worker insights, contributing directly to the SROI value map and strengthening the evidence base for understanding what has changed, for whom, and to what extent. The full survey instrument is provided in **Appendix F**, with detailed regression tables and explanatory notes in **Appendix G**.

Table 3 summarises the key stakeholder groups engaged in this analysis, the extent of their involvement, and the methods used to gather their perspectives. Each group was included to ensure the outcomes reflect not only the experiences of taiohi but also the insights of TCYS staff, whānau, and community members.

Table 3. Summary of stakeholder engagement approach

Stakeholder Group	Estimated Group Size	Number Engaged in Analysis	Method of Engagement	Reason for Engagement
Taiohi (15–24)	89 (NEET, YP, YPP, Guys 4 Guys)	In-person engagement: - 19 taiohi aged 15–24; - 5 taiohi under 15 (out of scope) Survey response rate: n=63 (60 within SROI scope)	4 focus groups; - 7 one-to-one interviews; -1 observation of an alternative education session - 1 survey (n=60 within SROI scope)	Taiohi are the primary stakeholders who are experiencing outcomes of the services, guidance and mentorship undertaken by TCYS
Whānau / caregivers	100+	4	One-to-one interviews	To provide whānau perspective on taiohi outcomes
TCYS Staff, board and volunteers	12	12 (of which 8 were Youth Workers)	One-to-one interviews (online and in-person)	To describe programme delivery and observed changes; verify taiohi outcomes
External stakeholders (funders, employers, education providers)	24	8	One-to-one interviews (online)	To provide context, funding perspectives, and validate external contribution
In-kind donors	9	4	Email/phone correspondence	To identify the scale and value of in-kind contributions

Ethical Considerations

All participants received an Information Sheet describing the purpose of the study, what participation involved, and how data would be stored. If required, age-appropriate explanations were provided to taiohi. All participants provided informed consent prior to taking part. For adults, this was through signed consent forms. For taiohi under 16, consent forms were co-signed by a parent/caregiver. These forms outlined the voluntary nature of participation, the right to withdraw at any time, and confidentiality safeguards. All participants were given an option to remain anonymous. The survey responses were kept within a password-protected filing system and no taiohi could be identified individually.

To ensure ethical and safe practice when engaging with taiohi, a Youth Disclosure Policy was signed by Hands for Impact and TCYS, in the unlikely event of having to manage a disclosure of harm or abuse. Additionally, the Hands for Impact team also undertook a two-day training course through Ara Taiohi on the Code of Ethics for Youth Work in Aotearoa[12] and the Mana Taiohi framework. All Hands for Impact researchers are police-vetted.

4.3 Data Analysis

This SROI evaluation uses a mixed methods approach, combining qualitative and quantitative methods to analyse the data. The process is described below.

4.3.1 Qualitative Analysis Process

The purpose of the qualitative analysis was to systematically interpret stakeholder interviews and focus groups in order to identify, cluster, and prioritise the outcomes that matter most to taiohi. To begin, all interviews and focus groups were transcribed verbatim using Otter.ai (an AI transcription and insights tool), with transcripts cleaned and reviewed by the Hands for Impact team for accuracy. Each transcript was anonymised using participant codes. The team then held an outcome brainstorming session to move from raw data to preliminary outcome. Using post-it notes, each member noted potential outcomes and key activities. Notes were read aloud and clustered into categories on a whiteboard, including: personal outcomes; participation outcomes; behavioural change; life skills; relationships; aspirational outcomes.

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[12] https://arataiohi.org.nz/career/code-of-ethics/

This collaborative mapping produced the foundation for the qualitative coding framework, which became the shared framework for organising outcomes. An **inductive reasoning process** was used to ensure that the outcome categories emerged directly from the data rather than being imposed beforehand. While the research team was familiar with common youth development outcome areas, no predefined framework guided the analysis. Instead, themes were derived organically through repeated reading of transcripts, collaborative discussion, and clustering of post-it notes during the outcome-mapping session. The final categories such as personal, behavioural, relational, and aspirational outcomes, thus reflected patterns identified inductively from taiohi and stakeholder narratives, grounded in their lived experiences.

To ensure consistency and rigour across the team, a three-part toolkit was developed using Excel spreadsheets:

- **Outcome coding table**: Extracted key quotes, assigned initial codes, and group emerging outcomes.
- **Outcome clustering and draft pathways:** Grouped coded data in clusters, enabling visualisation of early change pathways and connections between activities, short-term outcomes, and longer-term impacts.
- **Materiality and prioritisation check:** Evaluated each outcome against the principles of materiality (whether excluding it would misrepresent the story of change). This determined which outcomes were well-defined and significant enough to be included in the SROI analysis.

This process ensured that outcomes were systematically identified, clustered, and tested for materiality, forming the foundation for the Theory of Change described in the next section.

Incorporating Secondary Data Sources

A range of organisational documents and secondary data sources were reviewed to triangulate qualitative findings and inform the development of the Value Map. These included monthly progress reports, programme summaries, financial statements, and historical materials such as the TCYS 30-year Anniversary Booklet. Reviewing these sources helped validate stakeholder accounts and ensured the Value Map reflected both lived experiences and documented evidence of service delivery. Further, secondary data sources (similar SROI reports, government publications, data sources and research reports) are used to evidence professional judgements made on proxy indicators, attribution and drop-off.

4.3.2 Quantitative Analysis Process

The Outcomes Survey **(Appendix F)** was originally designed as a straightforward outcome verification tool to be completed by taiohi within the scope of the SROI. Its purpose was to validate, from the perspective of taiohi themselves, the key developmental shifts identified through interviews, programme data, and youth worker interviews. The survey captured self-reported change using simple, accessible rating scales and open-ended reflections, enabling taiohi to directly articulate the most important impacts they had experienced. Importantly, it was intentionally designed in google forms without complex routing or logic in order to minimise barriers to completion, recognising that some taiohi participate in multiple services or move fluidly across programmes.

Due to the high response rate (n = 60/89), the survey now substantially contributes to the mixed-methods analysis of this report[13]. Beyond outcome verification, the data has been incorporated into the SROI value map, informing the depth of change and the proportion of taiohi experiencing each outcome. The dataset also enables a subgroup analysis, comparing experiences across programme streams and duration of involvement with TCYS for each of the outcomes. The descriptive and subgroup analysis is undertaken through a regression analysis using the statistical software Jamovi (an R-based tool). The survey strengthens the original findings obtained during the site-visit by providing a dataset that complements the qualitative insights and administrative data, supporting a more nuanced and evidence-rich understanding of the outcomes experienced by taiohi.

Further, administering the survey directly supports **SROI Principle 2: Understand What Changes** by enabling taiohi to identify in their own words which outcomes they experienced and **how much change occurred** for each. The use of a 1–5 rating scale provides a non-binary measure of depth, allowing the analysis to distinguish between mild, moderate, and substantial improvements across the cohort. This ensures that outcomes are not only identified but meaningfully quantified.

The survey also contributes to the **completeness of information** by covering all taiohi in scope and capturing variation across demographic and programme groups. Regression modelling further tests whether specific subgroups experienced different levels of change, assessing whether age, gender, engagement length, or programme type materially affect outcome depth. Together, the survey and regression analysis ensure

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[13] A total of 63 taiohi participated in the survey, including three who were under 15. Only respondents within scope (n = 60) were included in the primary analysis. However, the responses from the three younger taiohi were incorporated into the Sensitivity Analysis to ensure their perspectives were acknowledged and their contribution valued.

that the outcomes included in the SROI are grounded in stakeholder experience, measured with clarity, and applied consistently across groups, demonstrating a thorough and evidence-based understanding of what has changed, for whom, and to what extent.Refer to **Appendix F** for the survey questions and **Appendix G** for the statistical regression tables and an explanation. The results are integrated into the report.

4.4 Limitations and Future Considerations for Stakeholder Engagement

In-person stakeholder engagement was conducted over a three-day onsite visit, with a structured schedule to meet with different groups of taiohi, whānau, and community members. Despite careful planning, some challenges arose:

- **Availability of taiohi**: Several taiohi (within the scope of the SROI) who had been invited to focus groups or interviews were unable to attend due to illness, school commitments, or last-minute changes. However, this is mitigated through the survey.

- **Availability of whānau:** As anticipated, whānau and caregivers of taiohi within the scope of the SROI were largely unavailable to participate, which is expected given that TCYS primarily operates as a youth-focused organisation. However, caregivers who did engage with TCYS on-site were interviewed as proxy participants, providing valuable insight into the wider impacts experienced from a caregiver perspective.

- **Programme coverage**: While strong engagement was achieved with NEET and Guys 4 Guys participants, direct representation from current YP and YPP taiohi was limited during the site visit. Their perspectives were instead captured indirectly through Youth Worker accounts and secondary data. However, this limitation is mitigated (to some extent) through the administration of the survey.

- **Former participants**: While some former participants were consulted (including Youth Workers), it was not possible to contact those who are disengaged with TCYS or those who moved away from Dannevirke.

These limitations were mitigated through:

- Youth Worker interviews to represent hard-to-reach or absent taiohi.
- Triangulation with programme records and secondary data.
- The administration of the Outcomes Survey.
- Cross-checking findings with TCYS staff and community partners to confirm credibility.

This SROI deliberately concentrated on the most material outcomes to maintain methodological integrity and remain within a well-defined scope. While it is possible that additional outcomes experienced by taiohi across different programmes were not fully examined due to time constraints, the analysis captured all outcomes that met the threshold for materiality. No negative outcomes or displacement were identified or observed at any stage of the evaluation.

Future considerations: Future analyses could strengthen engagement by allowing longer lead-in times for recruiting taiohi, offering more flexible participation options (such as shorter monitoring surveys or digital submissions), and implementing targeted strategies like phone- or email-based surveys with incentives. These approaches would be particularly valuable for reaching former TCYS participants and taiohi who are currently disengaged or otherwise harder to access.

5. Theory of Change and Outcomes

A Theory of Change is a visual and narrative map that explains how an organisation's activities create meaningful outcomes for the people and communities it serves. It sets out the need or issue the organisation is responding to, who is involved, what activities take place, and how these activities lead to outcomes. In SROI, the Theory of Change forms the foundation for identifying material outcomes, ensuring the analysis captures only those changes that are significant to stakeholders and critical to telling a true and fair story of impact.

5.1 The TCYS Theory of Change

The TCYS Theory of Change **(Figure 1)** was co-developed through a participatory and iterative process facilitated by Hands for Impact. This approach combined multiple engagement methods: workshops, interviews, focus groups, and observations to ensure that taiohi voices and lived experiences were central to the design. Staff insights, organisational knowledge, and perspectives from external stakeholders complemented these contributions, creating a holistic foundation for the model.

This was the first research initiative undertaken to articulate a Theory of Change for TCYS, and it deliberately adopted an **inductive reasoning approach**. Rather than imposing a predefined framework or borrowing from generic youth development models, the process allowed outcomes to emerge organically from the data. The research team, while familiar with common youth development domains, intentionally avoided prescriptive categories. Instead, themes were derived through repeated reading of transcripts, collaborative dialogue, and outcome-mapping exercises that used visual clustering techniques such as post-it note grouping. These steps ensured that the resulting framework was grounded in authentic narratives rather than theoretical assumptions.

Through this iterative analysis, four broad outcome domains were identified - personal, behavioural, relational, and aspirational. These categories reflect patterns observed across taiohi and stakeholder accounts, capturing both tangible and intangible changes experienced through TCYS engagement. Mapping these outcomes across short, medium, and long-term horizons provided clarity on progression pathways and reinforced cultural resonance and practical alignment. This structure also ensured that the Theory of Change remained deeply connected to lived experience, while offering a clear logic model for how TCYS activities contribute to meaningful, sustained impact.

TCYS validated the final Theory of Change through an online hui. In line with SROI **principles 4 and 5** (materiality and avoiding overclaiming), this study focused only on outcomes with strong relevance and significance, acknowledging that these do not capture the organisation's full impact. After publishing the draft SROI Theory of Change, taiohi verified the existing Theory of Change as an accurate representation of their experience with the help of TCYS staff as well as through completing the Outcomes Survey.

The TCYS Theory of Change demonstrates how trusted relationships with Youth Workers create clear pathways to independence for taiohi aged 15-24. With inputs of financial, human, physical, and cultural resources, TCYS delivers safe spaces, mentoring, group activities, and practical support such as kai, transport, and driver licensing. These activities lead to tangible outputs: taiohi engaging in mentoring, health and wellbeing support, driver licensing, and leadership opportunities. From here, taiohi experience the enabling outcomes which in turn, lead to material outcomes: re-engagement in education, achievement of NCEA credits, and development of vocational skills that open pathways to meaningful employment. Ultimately, TCYS empowers taiohi to manage education, work, and personal responsibilities with confidence.

From these outputs follow the enabling outcomes: the relational and developmental changes that create the foundation for material impact. For TCYS, these include taiohi feeling accepted and respected, building trust, strengthening self-worth, reducing risky behaviours, prioritising positive activities, and re-engaging in education and training. Central to these outcomes is the cornerstone: building and sustaining a trusting relationship with a Youth Worker, which underpins all other progress.

The following enabling factors were found to be important for taiohi. They underpin taiohi's ability to engage, grow, and sustain positive life pathways:

- **Basic needs are met** – consistent access to essentials such as kai, hygiene products, clothing, transport, and safe spaces, which removes immediate barriers to participation and engagement.
- **Feeling safe** – emotional and physical safety in TCYS spaces and activities, free from judgment, harm, and negative peer or whānau pressures.
- **Feeling validated and listened to** – taiohi experience their perspectives and aspirations as respected, fostering self-worth and confidence to share openly.

- **Building and sustaining a trusting relationship with a Youth Worker** – the cornerstone outcome from which others flow, providing reliable and consistent support.
- **Forming meaningful relationships and a sense of community at TCYS** – building peer connections, developing social skills, and belonging to a supportive environment.
- **Increased connection to the wider community** – engaging with local people, places, and initiatives to strengthen identity, contribution, and belonging.

The enabling factors outlined above feed into the following material outcomes (described in detail in **Section 5.2**) that were assessed in this study. The material outcomes are:

1. **Strengthened sense of identity:** taiohi develop a sense of belief in their abilities, a stronger sense of identity, and the courage to take on new challenges.
2. **Develops skills to make better life choices:** taiohi adopt behaviours and decision-making that protect their wellbeing and reduce exposure to harm.
3. **Achieves educational goals:** taiohi reach agreed learning milestones that support future education, training, or employment.
4. **Gains employment:** taiohi enter part-time or entry-level roles, often while studying, creating pathways to longer-term career progression.
5. **Improved ability to be a parent:** young parents develop the capacity to provide safe, nurturing, and developmentally appropriate care for their children.
6. **Reduced offending:** reduced offending in the local area as a result of positive wrap-around support from TCYS.

Together, these material outcomes contribute to the long-term impact: TCYS empowers taiohi to achieve independence by managing their education, employment, and personal responsibilities with confidence.

Hands for Impact

TARARUA COMMUNITY YOUTH SERVICES THEORY OF CHANGE

The story of change for youth aged 15-24 engaged in mentoring, education, and employment pathways with TCYS.

ENABLERS | **OUTCOMES** | **IMPACT**

ACTIVITIES

Youth Services
- Not in Education, Employment, or Training (NEET)
- Youth Payment (YP)
- Young Parent Payment (YPP)

Mentoring Programme
- Guys 4 Guys

OUTPUTS

NEET
- 42 youth engaged
YP
- 24 youth engaged
YPP
- 8 youth engaged in budgeting courses, parenting classes
Guys for Guys
- 69 youth engaged across 27 programmes
- 6 leadership roles gained

INPUTS

- Government contracts & philanthropic grants
- Staff, youth worker & volunteer time
- Operational expenses
- In-kind donations

Basic needs are met

Feeling safe

Feeling validated and listened to

Building & sustaining a trusting relationship with a youth worker

Forming meaningful relationships & a sense of community

Increased connection to the wider community

Youth Outcomes

Strengthened Sense of Identity

Develop Skills to Make Better Life Choices

Achieves Educational Goals

Gains Employment

Improved Ability to Be a Parent

Justice System Outcome

Reduced Offending

TCYS empowers taiohi to achieve independence by managing their education, employment, and personal responsibilities with confidence. At the same time, communities are strengthened through positive role-modelling, safer environments, and stronger whānau relationships.
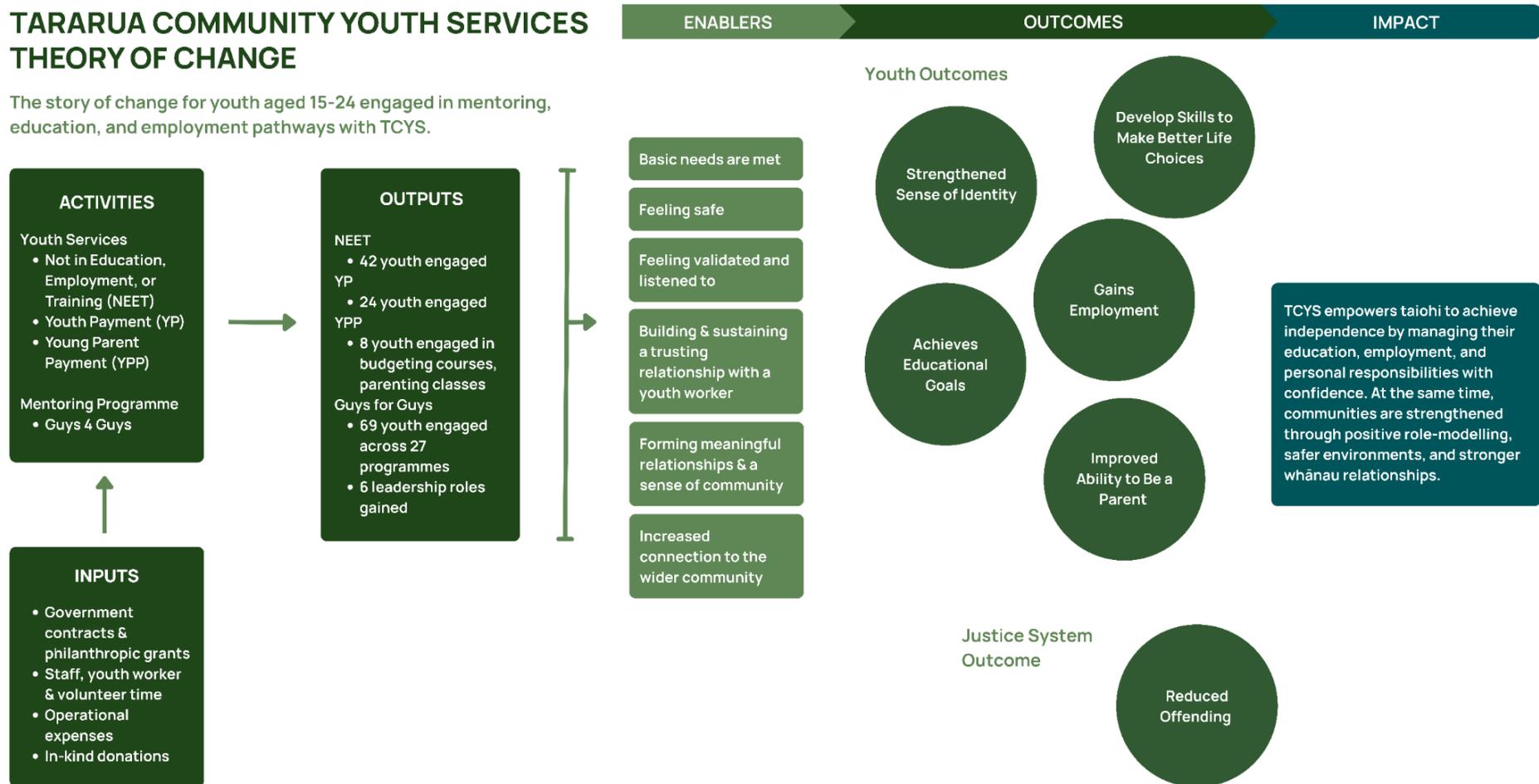
Figure 1. TCYS Theory of Change

5.2 Well-defined, Material Outcomes

This section provides an overview of the well-defined, material outcomes for two stakeholder groups, taiohi and the New Zealand government, which includes the local government and the regional justice system. For taiohi (the primary stakeholder group), outcomes are primarily enabling in nature, building the foundation for long-term wellbeing, independence, and contribution to community. For the government, outcomes are linked to reduced costs associated with unemployment, healthcare and offending, reflecting broader societal value beyond the individual level.

For this SROI, outcomes are grouped and valued according to the stage of change reached within the reporting year. While the current analysis focuses on taiohi aged 15–24, it is recognised that many have engaged with TCYS from an earlier age. For those first connected between 11–14 years, the emphasis is on early intervention: meeting basic needs, creating safe and welcoming environments, building trusting relationships, fostering a sense of belonging, and preventing disengagement from education. Engagement at this stage often occurs through drop-ins, School Holiday Programmes, and informal activities that strengthen trust, belonging, and self-confidence through relational support. Relational support refers to having trusted adults who invest in, guide, and advocate for taiohi, creating a sense of safety, value, and capability. Confidence, identity, and belonging reflect the development of self-belief, clarity about who they are, and feeling that TCYS provides a secure and empowering environment in which they can grow. For most taiohi, these domains are intertwined: caring relationships with staff make it possible to re-engage with learning, which leads to gaining licences and employment, all of which build confidence and reinforce their sense of a positive, achievable future. These foundational gains are critical precursors to the later-stage outcomes observed in the 15–24 age group, which include applying skills, achieving qualifications, securing employment, and moving towards independence. Supporting this, the open-text fields in the Outcomes Survey indicates that what taiohi value most from TCYS is best described in three interrelated clusters: education, driver licensing and employment where gaining qualifications, licences, and real job opportunities represent concrete steps toward a stable future.

The rest of this section outlines the well-defined, material outcomes identified through the evaluation and the sub-outcomes that contribute to each. Together, these outcomes illustrate the progression of change experienced by taiohi and provide a structured view of how TCYS supports their development.

Outcome 1: Strengthened sense of identity

Enabling Outcomes → Increased participation → Leadership → Confidence → Strengthened sense of identity

Identity-building is woven through all Youth Work. Staff use sports, cultural excursions, and everyday hangouts as starting points for deeper kōrero, while also affirming identity through pepeha, marae stays, and affirming gender identity. As participation grows, taiohi build confidence in trying new activities, forming friendships, and taking on leadership roles (e.g. several Guys 4 Guys taiohi undertake leadership roles in the Holiday Programme, mentoring younger taiohi), which in turn reinforces their confidence in their ability to lead and achieve goals as well as their sense of identity. Youth Workers remain available outside of formal hours, creating an environment where taiohi feel safe and consistently supported.

- *"Yeah. Just me. Place."* (taiohi, Guys 4 Guys, 19) — expressing belonging.
- "*If you are having a… day… the weight is gone."* (taiohi, Guys 4 Guys, 20) — describing emotional relief.
- *"We're just here for the ride on your journey… you're driving… all I have to do is put roads in front of you to take paths… it's up to you."* (Youth Worker, Guys 4 Guys) — emphasising non-directive mentoring.
- *"I feel invested in and positive about my future."* (taiohi, NEET Service, 18).
- *"It just hits you one day, I've been through some struggles but moved from them."* (taiohi, Guys 4 Guys, 19).
- *"Keeping me motivated and on track - in work and life."* (taiohi, NEET Service, 17.)
- *"Growing. Growing in myself and self belief. Growing my confidence and believing in myself."* (taiohi, NEET Service, 19).
- *"Being invested in - makes me feel like I can achieve in my life*." (taiohi, YP Service, 17).
- *"Feel heard and invested in. Given lots of opportunities and don't feel pressured."* (taiohi, YPP Service, 19).
- *"I can lead. I can mentor someone."* (taiohi, Guys 4 Guys, 20) — identifying as a role model.

Caregivers reinforce these changes. One parent described how her son (17), navigating a gender transition, was affirmed at every step — *"For both my children, TCYS gave them that feeling — that they mattered."* These narratives show how identity is built over years. One taiohi attended holiday programmes from age six, later volunteering at the front

desk. Another (age 16) said TCYS had *"made me have hope in myself… that I have a potential of being somewhere or something."*

The Outcomes Survey (responses to the open-text fields) indicate some of the **enabling factors** of this outcome:

- Feeling that staff are "in my corner"; "invested in my life"; keep in touch and celebrate achievements; feeling believed in and that "my life is worth something" .
- Feeling safe; second-home atmosphere; someone who will even take them to visit a deceased mum's grave, helping taiohi through times of grief and showing deep care.
- Having "someone to talk to", to check in, to listen without judgement, and to "push" or "advise" when needed.
- A safe place to hang out when "home is getting too much", "life outside the gang pad", and a "second home".
- Making new friends, hanging with "pākehā bros", playing in social basketball teams, feeling part of a wider community.
- Holiday programmes, after-school activities and "doing cool things" (e.g. golf, eeling, diving, trips and activities around Aotearoa, wellness days, Youth Week events, murals) that they "would never do" otherwise.
- Help with fees (e.g.,sports fees, passports) and access to opportunities that would otherwise be unaffordable.
- Support into doctors, dentists and medication; mental health, counselling for past trauma; becoming drug-free.
- Wellness days and broader mental health support.

Taiohi consistently frames this emotional investment as the foundation that makes other achievements possible. Belonging and enjoyable experiences appear as both protective factors and motivators to stay engaged. The survey respondents indicate the following which are related to this outcome:

- Growing confidence and self-belief; "learning to believe in myself and my abilities", "growing in myself and self belief".
- Taking on roles they never imagined: talent quests, youth leadership on holiday programmes, mentoring others, leadership courses, designing murals, discovering passions (tattooing, barbering, diving, golf, music, business, youth work).
- Gender/identity: support for legal name and sex change on birth certificate.

These show TCYS as not only solving practical problems but reshaping self-concept and future orientation.

This outcome was selected by 15% of survey respondents as the most important change they experienced, **ranking it in 4th place.** Most taiohi reported strong gains in their sense of identity, with 59.3% rating this outcome at the highest level (5) and a further 30.5% rating it at 4, indicating substantial improvement. Only 10.2% selected 3, and no one rated this outcome low, demonstrating that strengthened identity is a consistently high-impact change experienced across the cohort.

In alignment with **SROI Principle 1: Involve Stakeholders**, and to ensure the analysis reflects any material differences in outcomes across subgroups, the regression analysis of the survey data showed that age and gender had no significant effect on how deeply taiohi felt their identity strengthened (all p>0.18). However, length of engagement mattered: taiohi involved with TCYS for 2+ years reported higher ratings than those engaged for less time[14]. Accordingly, a **duration-based subgroup (taiohi engaged for 2+ years) is recognised for this outcome, reflecting their materially stronger experience of positive identity development.** Table 21, **Appendix G** details the regression analysis.

This pattern reinforces a key insight about the value of youth work: identity development strengthens through sustained, relational engagement. The fact that age and gender made no significant difference, while longer involvement with TCYS (2+ years) led to noticeably deeper gains, underscores that it is the enduring relationship with a trusted Youth Worker rather than demographic factors - that supports taiohi to build confidence and secure a stronger sense of who they are. This aligns with longstanding youth development theory in Aotearoa, which emphasises that consistency, trust, and ongoing presence are foundational to positive identity formation.

Impact link: Identity gains create the platform for leadership, resilience, and future aspirations.

Outcome 2: Develops skills to make better life choices

Enabling Outcomes → Increased sense of belonging →Develops skills to make better life choices

Youth Workers support taiohi to regulate emotions, resist harmful influences, and take responsibility for themselves and others. They introduce safe activities (gym sessions, golf, kapa haka) as contexts for learning self-control and set clear expectations around behaviour. Progress is celebrated from giving up drugs to organising events and taiohi are encouraged to take responsibility for de-escalating conflict. Through these experiences,

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[14] Refer to the section on calculating depth for an explanation on sub-group analysis depending on duration.

taiohi develop a stronger sense of belonging within their peer group and community, which reinforces positive behaviours and contributes to safer environments. The wider theme of safety will be explored further under Outcome 6.

- *"Three years ago, I was agro… Being here I've learned a lot. There's other ways to deal with things, not just attack."* (taiohi, Guys 4 Guys, 19) — describing emotional regulation.
- *"I am now drug free"* (taiohi, NEET Service, 19)
- *"When I started, I just wasn't careful or wise with the choices I was making… but now… I co-planned Youth Week… it made me feel accomplished."* — (taiohi, Guys 4 Guys, 19).
- *"If it wasn't for my youth mentors, I wouldn't have been able to do what i can do and probably be involved in crime"* (taiohi, multiple services, 18).
- *"I expect you to… intervene, make sure it doesn't happen."* — setting expectations for conflict prevention. (Youth Worker, Guys 4 Guys).

Youth Workers report that several taiohi became drug-free within months, motivated by job opportunities and consistent staff encouragement. In a region with no dedicated drug and alcohol services, this reduction in substance use is a profound outcome, highlighting the vital role TCYS plays in providing support where few alternatives exist.

This outcome has important implications for the government, reflected in the Value Map through two key proxies: avoided health system costs from reduced Emergency Department and inpatient admissions, and the increased number of young people aged 5–17 who are physically active at levels aligned with Ministry of Health guidelines. Together, these illustrate the potential for reduced public expenditure and improved wellbeing for taiohi. Refer to **Section 8** for more information on valuation.

This outcome was the most frequently selected outcome, **ranking in 1st place**, with 35% of taiohi identifying it as the most important change. Most taiohi reported strong improvements in their ability to make better life choices, with 61% giving the highest rating (5) and 30.5% rating it at 4, indicating substantial gains. Only 8.5% selected 3, and no one rated this outcome low, showing that strengthened decision-making is a highly consistent and strongly experienced outcome across the cohort.

In alignment with SROI **Principle 1: Involve Stakeholders**, and to ensure the analysis reflects any material differences in outcomes across subgroups, the regression analysis of the survey data showed no significant differences across age, gender, or length of engagement, indicating that taiohi experienced improvements in decision-making consistently across demographic groups (all $p > 0.51$). Although those engaged for 1–2

years reported slightly lower gains than those involved for 2+ years, this trend did not reach statistical significance (p = 0.111), and shorter durations showed no meaningful differences. These results suggest that while longer-term engagement may support deeper behavioural development, the current sample does not provide sufficient evidence to identify a distinct subgroup for this outcome. Refer to Table 22, **Appendix G** for details of the regression analysis.

Impact link: Skills to self-regulate, protect taiohi from harm, resulting in safer decision-making leading to reduced government expenses in preventable healthcare.

Outcome 3: Achieves educational goals

Enabling Outcomes → Re-engages in Education → Achieves educational goals

Education outcomes are among the most material changes for taiohi. Many arrive at TCYS having been excluded from school, experiencing bullying, or managing anxiety and depression. Youth Workers first create stability by ensuring taiohi have kai, transport, and essential documents, then tailor pathways that make education attainable. For example, they facilitate Praxis (training provider) credit sessions for those unable to return to school, connect taiohi with Te Kura distance learning, or broker entry into vocational tasters. Crucially, they walk alongside taiohi daily, checking in, breaking learning into smaller steps, and celebrating milestones so that achievement feels within reach.

- *"A whole new family now... Everyone here is so welcoming... I have ADHD... and they get me."* (taiohi, NEET Service, 15) — describing a safe environment to re-enter education.
- *"If we can support those with six credits... they can get that without doing a whole year of learning."* (Youth Worker, NEET Service) — tailoring learning to facilitate achievable steps.
- *"Learning to believe in myself and my abilities. TCYS has supported me to get my Level 2 and nearly completing my Level 3, have my driver licence including defensive driving and I have a job."* (taiohi, NEET Service, 17).
- *"I came because I found out I was pregnant... and only [the Youth Worker] helped me... they helped me get my NCEA credits as well."* (young parent, 19).

Caregiver perspectives reinforce this impact. One mother described how her daughter (age 17), once paralysed by anxiety, gained NCEA Level 2 through barista training and CV workshops: *"It was from them that she had that feeling - that she mattered."* Another parent recalled her daughter's journey from suicidal crisis at age 15 after bullying to NCEA Levels 2 and 3, then into early childhood education study and part-time work: *"A Youth Worker gave her, her life back."*

Youth Workers often support education informally. One taiohi (age 16) came initially for driver licensing support but was encouraged into literacy sessions. He reflected: *"A while ago I would have had my hoodie up"* - a symbol of withdrawal, but at TCYS he felt confident enough to re-engage. Further, the survey respondents indicate the following which are related to this outcome:

- Progression in education and training, including gaining NCEA Levels 1–3, University Entrance; completing courses through YMCA; acceptance into tertiary providers such as the Universal College of Learning, Capital Training, and Eastern Institute of Technology; and upskilling through barista, first aid, leadership, and employability courses, as well as being supported into alternative education and vocational pathways (e.g., Early Childhood, tourism, barbering, business, beauty.
- Help to stay connected in learning after leaving school or being bullied, and completing missed credits.
- Driver licensing: learner, restricted and full licences, defensive driving, WTR (wheels, tracks, rollers), class licences.
- Budgeting advice, learning how to manage money effectively.
- Learning to cook, run a household, and general life-skills embedded in programmes.

Education is framed as both recovery (catching up on lost credits) and aspiration (clear pathways to careers and university). TCYS administration data indicates that 45 taiohi (43 in the NEET Service and two in YP) gained NCEA qualifications in 2024/15 (TCYS Annual Report, 2024/25). A total of 18% of survey respondents selected this outcome as their most important change, **ranking it in 3rd place**. Educational progress is positive overall, with 61% of taiohi rating this outcome at the highest level (5) and 13.6% rating it at 4, indicating clear achievement of learning goals for most respondents. A further 25.4% selected 3, suggesting moderate progress.

In alignment with SROI **Principle 1: Involve Stakeholders**, and to ensure the analysis reflects any material differences in outcomes across subgroups, the regression analysis of the survey data indicated that age showed no meaningful differences (all p-values between 0.563 and 0.986), and gender effects were also non-significant (female p = 0.076; non-binary p = 0.754; prefer not to say p = 0.462). Length of engagement did not predict variation in educational gains (1-2 years p = 0.396; 6–12 months p = 0.495). Programme pathways similarly showed no significant effects, with p-values ranging from 0.099 to 0.626, and the closest to significance - NEET + Guys 4 Guys (p = 0.051)-still falling above the threshold for subgroup identification. These results indicate that educational outcomes were experienced consistently across all groups, with no evidence

of differential effects warranting subgroup valuation in the SROI. Refer to Table 23, **Appendix G** for details of the regression analysis.

Impact link: A trusted relationship and enabling outcomes facilitates re-engagement with education leading to educational achievement which ultimately leads to better employment prospects.

Outcome 4: Gains employment

Enabling Outcomes → Gains vocational skills → Gains employment

Employment follows education and the acquisition of vocational skills as taiohi apply their new skills to the workforce. Youth Workers prepare them by running driver licensing programmes, coaching through CVs and job interviews, arranging work experience, and directly connecting them to local employers. They also build the "soft skills" of punctuality, budgeting, and communication through mentoring, creating the readiness employers are looking for.

- *"Once they know that someone's in their corner, they become confident and invincible… they ask less and try more."* (Youth Worker, NEET Service) — describing how trust fosters work readiness.
- *"Getting a full-time job because I was supported and helped."* (Taiohi, YP Service, 18)
- *"He's committed to the job, he has a savings account and he has even bought a car."* (Youth Worker, NEET Service) — showing stability through work.

Caregiver voices reflect this pathway. One mother with a large whānau described how TCYS supported her children, nieces, nephews, and their partners to move from school to work by providing licences, job placements, and employer connections. For her quieter children, TCYS offered the confidence and communication skills they struggled to develop at home. Examples also show early vocational aspirations encouraged by Youth Workers. One taiohi (age 16) completed a eyelash technician course, gained retail experience, and developed a business plan combining beauty and fashion services. Another co-planned Youth Week with support from staff, later reflecting: *"It made me feel accomplished."* Further, the survey respondents indicate the following which are related to this outcome:

- Work-readiness: Upgrading CVs and other compulsory documents needed for employment such as MyIR/IRD (Inland Revenue) numbers, bank accounts, passports.

- Employment outcomes: some taiohi held multiple jobs - examples included work at supermarkets, road work, butchery apprenticeships, work on farms, mining/welding, truck driving and general work experience placements.

The Value Map also includes a proxy for potential savings for the New Zealand government in terms of reducing the costs of benefit-dependancy through reduced demand for the Job Seeker benefit. Refer to **Section 8** for more information on valuation.

In general, being "work ready" and understanding how licences and documents unlock jobs is described as a major change. This cluster shows TCYS as a bridge into real employment, not just training. TCYS administration data indicates that 32 taiohi who were formally NEET, gained employment in 2024/25 (TCYS Annual Report, 2025). This outcome was selected by 22% of survey respondents as the most important change, **ranking it in 2nd place**. Among the taiohi for whom employment was relevant, most reported strong progress, with 64.2% giving the highest rating (5) and 20.8% rating it at 4, meaning nearly 85% experienced significant gains. A smaller group (15.1%) selected 3, suggesting they are making progress but remain in earlier stages of becoming work-ready.

In alignment with SROI **Principle 1: Involve Stakeholders,** and to ensure the analysis reflects any material differences in outcomes across subgroups, the regression analysis of the survey data indicated that employment gains are broadly consistent across age and gender and are not significantly influenced by engagement length. Where lower scores do appear, particularly among taiohi in more complex programme pathways - they likely reflect the greater structural and personal barriers these young people face, such as unstable housing, caregiving responsibilities, justice-system involvement, disrupted education, and the limited employment opportunities available in Dannevirke, rather than any difference in service effectiveness. However, because the sample sizes within these subgroups are small, these patterns cannot be interpreted as conclusive or generalisable. Refer to Table 24, **Appendix G** for details of the regression analysis.

Impact link: Employment builds financial independence and contribution to the local economy, resulting in reduced government expenditure related benefit-dependancy.

Outcome 5: Improved ability to be a parent

Enabling Outcomes → Gains parenting skills → Improved ability to be a parent

There are a total of eight taiohi in YPP (for 2024/25), of whom five responded to the survey. Among these five, three identified parenting ability as their most meaningful outcome. For young parents, Youth Workers play a dual role: supporting education while

teaching parenting in a practical, culturally relevant way. They create mana-enhancing spaces where babies are welcome, kai is shared, and learning happens without judgment. They model positive parenting, demonstrate how to soothe babies, and provide emotional support in moments of overwhelm. Importantly, they act as advocates - liaising with health providers, housing agencies, and schools to reduce stress on young parents.

- *"What to do when your baby won't sleep, how to read your baby's cues, and just how to manage that overwhelming feeling when you're doing it all on your own."* (Youth Worker, NEET Service)— describing practical parenting knowledge.
- *"They're learning things they haven't been taught — how to soothe a baby, make toys out of wooden spoons and pots."* (Youth Worker, NEET Service)— showing everyday skills.
- *"It gave me knowledge about parenting that I didn't know I needed"* -referring to the parenting courses offered in the programme (taiohi, YPP Service, 20).
- *"Setting goals and achieving them in all areas of my life. Being a better parent. Learning how to budget my money effectively."* (taiohi, YPP Service, 19)
- *"My parenting as well as my wairua (spirit or soul of a person)"* (taiohi, YPP Service, 21)

Evidence shows Youth Workers often step in before formal programme entry. One young mother first connected informally during pregnancy, when she faced limited family support and postpartum depression. A Youth Worker provided consistent encouragement and practical help, creating a safe space to adjust to early parenthood. The survey indicated that the parenting and budgeting courses, learning to be "a better parent", and the general support for parenting was much valued by those in the YPP Service.

Given the small number of young parents in the cohort (n = 8, with only 5 survey responses), the sample is too limited to support a reliable subgroup analysis, and no regression analysis was undertaken for this outcome.

Impact link: Confident parenting reduces intergenerational harm, creating safer homes for children.

Outcome 6: Reduced offending

Develops skills to make better life choices → Reduced offending →Safer communities → Reduced policing costs

Reduced offending stems from the outcome "Develops skills to make better life choices," creating value for both taiohi and the local government. Taiohi benefit through improved wellbeing and safer decision making, while the local government experiences measurable

gains through reduced demand on policing, courts, and youth justice services, contributing to greater community safety. To capture this value, the Value Map uses two proxies: the avoided cost of a diversionary response for a low-risk youth offender (such as a warning or referral to Police Youth Aid) and the WELLBY value for a one-point increase in life satisfaction on a 0–10 scale, adjusted for 2025. Together, these reflect both the fiscal savings to the justice system and the broader wellbeing improvements for taiohi as offending decreases. Refer to **Section 8** for more information on valuation.

Youth offending in Dannevirke is notably low compared to regional and national averages. Interview data confirms this outcome reflects the contribution of TCYS's programmes to sustaining those low rates by providing taiohi with trusted relationships, safe alternatives to crime, and role-modelling of pro-social behaviour. Further, TCYS encourages taiohi to volunteer across the region. For example, helping whānau move furniture, supporting community barbecues, and assisting at the local Lions Club - strengthening their connections with residents and contributing positively to Dannevirke's community life.

- *"By this time I would have probably been in jail. A good environment this place is."* (taiohi, Guys 4 Guys, 20).
- *"Three years ago, I was agro… the slightest thing pissed me off… Being here I've learned a lot."* (Youth Worker, Guys 4 Guys) — describing behaviour change.
- *"Getting out of the Youth Justice stuff that was a lot to be honest [sic] and I was lucky to have [youth worker reference] there to help me through this stuff"* (taiohi, NEET Service, Youth Justice, 15).
- *"If there's tension, they'll say, 'Bro, leave it. It's not worth it.'"* - demonstrating peer-led prevention. (taiohi, Guys 4 Guys, 20).

The survey indicated the following as contributing to this outcome:

- Staying out of trouble: one taiohi explicitly says without TCYS they would "probably be in jail"; another mentions getting out of Youth Justice and life outside the gang pad.

Figure 2 illustrates the Ministry of Justice data (2015–2024) which shows 0–3% of youth-related charges annually in Dannevirke, compared with much higher rates in Palmerston North, Levin, and Masterton. A former TCYS taiohi, now a police officer and a TCYS Board Member, attributed this to TCYS's mentoring, safe spaces, and positive role models.
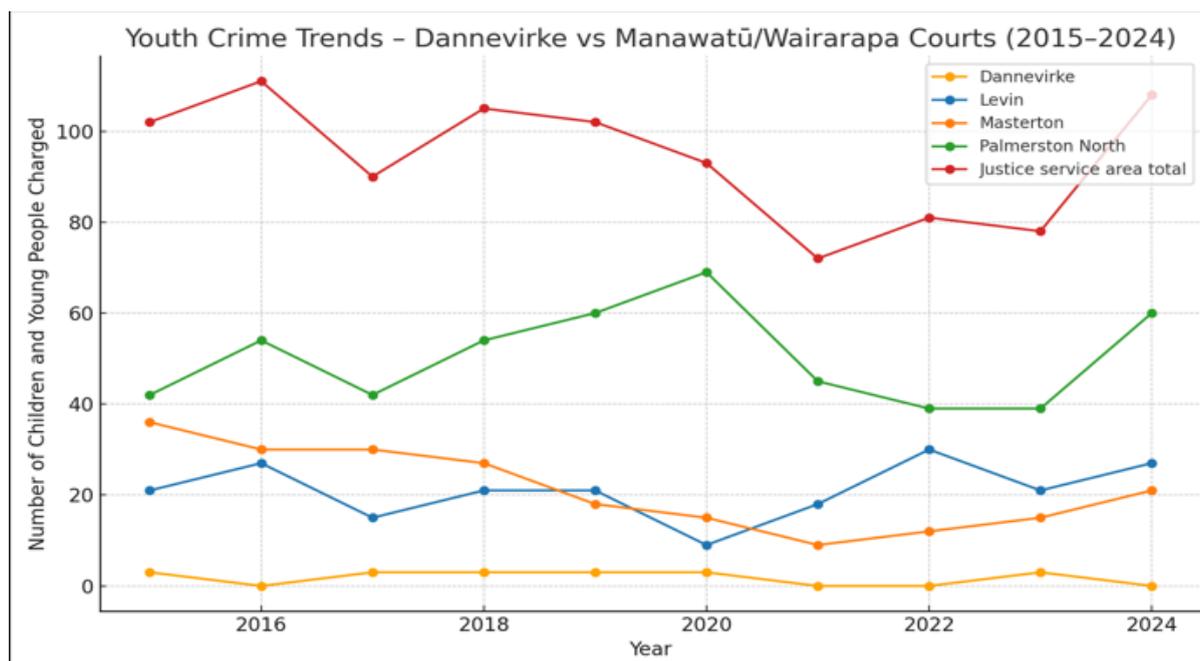
Figure 2: Youth crime rates in Dannevirke compared to neighbouring districts
(Source: Ministry of Justice)

Only three out of 60 taiohi (5%) selected this as their most important outcome. However, self-reported reductions in engaging in risky behaviour were strong across the cohort, with 71.2% of taiohi giving the highest rating (5) and 15.3% rating it at 4, indicating that most feel significantly less likely to engage in offending or risky behaviour. A smaller group rated this outcome at 3 (10.2%) or 2 (3.4%), reflecting more modest perceived change. Overall, the results suggest that TCYS plays an important role in helping taiohi feel more able to avoid trouble and make safer choices.

In alignment with SROI **Principle 1: Involve Stakeholders**, and to ensure the analysis reflects any material differences in outcomes across subgroups, the regression analysis showed no significant differences in reduced offending across age, gender, or length of engagement, indicating that taiohi experienced this outcome consistently regardless of demographic factors or time at TCYS. Programme pathways displayed some variation, but these differences were not statistically significant, and small subgroup sizes prevent firm conclusions. Notably, descriptive survey data showed that the single taiohi in the Youth Justice pathway reported the maximum score of 5 - an encouraging indication of perceived behavioural change, though not statistically testable. Refer to Table 25, **Appendix G** for details of the regression analysis.

Impact link: Reduced offending delivers community-wide benefits, lowering harm, creating safer communities and reducing justice system costs.

6. Inputs and Outputs

This section details the investment (inputs) required to deliver the programme and the tangible results (outputs) that came from those activities.

6.1 Description of Inputs

Inputs refer to all resources used, such as funding, staffing, and in-kind contributions. The delivery of TCYS's programmes is enabled through a combination of **financial, human, and physical resources**.

- **Financial resources** for this study come primarily through government contracts (MSD and MYD), philanthropic grants (ECCT) and general operational budgets for TCYS[15]. These contracts provide the foundation for service delivery and directly fund Youth Worker salaries and programme costs.
- **Human resources** extend beyond contracted roles, with Youth Workers regularly contributing unpaid overtime and volunteers and trustees giving their time and expertise. This additional investment strengthens service capacity and ensures continuity of support.
- **Physical resources** include in-kind contributions such as donated food, hygiene packs, and emergency kai from local businesses and community partners, which help meet immediate needs for taiohi.

Like many grassroots organisations, TCYS pools its funding to meet community needs in a flexible, responsive way. For the purpose of this analysis, we have applied a structured approach to make inputs transparent and proportionate. This involved combining direct contract funding with a 22% allocation of TCYS's wider operational budget (representing the proportion of taiohi in the SROI scope) and applying the same logic to additional human resources and overheads. This process provides a fair and consistent estimate of the resources required to enable outcomes.

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[15] The TCYS team, including Youth Workers, develop the annual budget drawing on their knowledge and expertise with taiohi. This budget not only covers essential health-related expenses but also provides for celebrations that recognise and honour important milestones in taiohi lives. Where direct costs were not available, best-available financial proxies were applied (e.g. market rates or comparable service benchmarks). For board governance, we used the hourly rate of a mid-career police constable as a proxy for one of the roles carried out by the governance group. This may undervalue the collective contribution of the board and is therefore a limitation, but the impact is nominal relative to the overall inputs in the value map. It has been included to reflect the full range of contributions required to enable these outcomes.

Table 4 summarises the key inputs that enable TCYS's work (for the specified scope of this SROI), including government and philanthropic funding, staff time, governance, operational budgets, and donated resources. These combined contributions provide the foundation for programme delivery and holistic support for taiohi.

Table 4. Inputs summary

Stakeholder	Inputs	Description	Total Value ($)
Financial Donors / Funders	Financial resources	Government funding of $440,000 through MSD Youth Service contracts (covering NEET, YP, YPP, and the Youth Service driver licensing programme), together with $50,000 in philanthropic support from ECCT for Guys 4 Guys, provides the core foundation for programme delivery and Youth Worker salaries.	$490,000
TCYS	Human, financial and physical resources	Additional investment beyond contracted funding. This includes: **Volunteer/overtime staff hours**: 369.6 hrs/year at minimum wage ($23.15/hr) (22% allocation) valued at $8,556. **Board governance**: 252 hrs/year at hourly rate of $40/hr (22% allocation) valued at $2,217. **Operational budget allocations**: 22% of programme and activities, youth development, service costs, and safe spaces ($90,200). **Physical resources**: 22% of estimated donated food and catering to organisation in a year ($1,100). Rental cost is included in safe spaces expenses.	$102,073

6.1.1 Inputs Not Valued

Two categories of potential inputs were identified but excluded from the Value Map:

- **Taiohi time:** Taiohi contribute time through mentoring, workshops, holiday programmes, and community events. Further, taiohi volunteer and take on tasks such as reception, admin, and facility support, as well as roles in the Lion's Den, gaining work experience while strengthening service capacity. While this could be seen as an opportunity cost, it was not valued as an input since the time invested directly generates outcomes for taiohi rather than representing a resource cost.

- **Community organisation support:** TCYS receives ad-hoc contributions from local organisations (e.g. Lions Club, REAP, schools) in the form of financial, human, physical, or relational resources. Hands for Impact attempted to confirm the scale of these contributions, but responses were limited and data not tracked. For this reason, they were excluded from quantified inputs, though their role is acknowledged as part of the wider support ecosystem.

6.2 Description of Outputs

Table 5 presents the key activities delivered across TCYS programmes and the measurable outputs achieved during the reporting period. The table highlights how each service translated its delivery into tangible results for taiohi engagement, skill development, and wellbeing.

Table 5. Activities and outputs

Activity(programme or service)	Outputs (description in numbers)
NEET Service delivery	• 42 Youth Service Plans completed and reviewed on a 3 monthly basis • 42 taiohi engaged in education and/or apprenticeships or employment
YP Service delivery	• 24 Youth Service Plans completed and reviewed on a 3 monthly basis • 24 taiohi engaged in education and/or apprenticeships or employment
YPP Service delivery	• 8 Youth Service Plans completed and reviewed on a 3 monthly basis • 8 taiohi engaged in budgeting courses • 8 taiohi engaged in parenting classes • 8 taiohi sending their children for wellchild checks
Guys 4 Guys Programme deliver	• 27 Programmes run • 69 engaged with over the past 12 months (usually 20 at a time) • 6 in leadership roles

TCYS transforms its support approaches into practical results that help taiohi overcome everyday barriers and build independence. By offering essential assistance such as access to transport, help with identification documents, and opportunities to develop skills, TCYS strengthens resilience and opens pathways to education, employment, and fuller participation.

7. Measuring Change / Outcomes

This section explains which outcomes were included in the analysis and why, using the principle of materiality, where only outcomes important to stakeholders are counted. Materiality considers whether excluding an outcome would change stakeholders' understanding of impact, whether stakeholders identified it as meaningful, and whether it could influence future support. The section also describes how outcomes were measured, the data or indicators used, how many people experienced change, its scale and duration, and the reasoning for including or excluding each outcome, ensuring the impact story remains transparent, accurate, and credible.

7.1 Determining Material Outcomes

In line with **SROI Principle 4: Only include what is material**, outcomes were assessed for both **relevance** (emerging from stakeholder engagement) and **significance** (supported by quantity, duration, value, and causality evidence). Where key stakeholder groups were not directly involved in defining outcomes such as taiohi under 15, caregivers with very low participation, and government agencies - a clear rationale guided their exclusion from direct outcome-setting.

For younger taiohi, consultation with Youth Workers and TCYS leadership confirmed that the most meaningful and measurable changes occur from age 15 onward, ensuring materiality without overclaiming. Caregiver insights were included qualitatively but not monetised due to the small sample size, avoiding overstating their influence. For government agencies, direct interviews were not feasible; therefore, credible secondary evidence (e.g., MSD, Treasury CBAx, Ministry of Justice) was used as an appropriate proxy to represent their perspective conservatively.

Hands for Impact distinguishes between two categories:

- **Enabling Outcomes (Precursors):** Early-stage or foundational changes that create conditions for later outcomes but are not valued to avoid double-counting.
- **Well-Defined, Material Outcomes:** Later-stage, substantive changes that can be evidenced, monetised, and directly linked to stakeholder input.

The enabling outcomes were incorporated into the Theory of Change and the causal chain narrative, explaining how material outcomes occur. Material outcomes were carried forward into the valuation, supported by indicators, evidence, and financial proxies.

This separation ensured clarity and rigour: intermediate gains such as self-confidence were recognised as important but monetised only at their most advanced, enduring stage (e.g. transition into employment).

By distinguishing between means and end states, the analysis ensures that SROI valuation focuses only on outcomes that are relevant, significant, and credibly attributable to TCYS, while avoiding inflation through double-counting. Table 6 shows how each outcome met the tests of relevance and importance, ensuring that only material changes validated by taiohi and supported by data were included in the final SROI.

7.2 Evidence and Indicators

To evidence the material outcomes, each change is measured using a clearly defined indicator linked to a credible data source, as shown in Table 7. Where possible, outcomes are quantified using **self-reported measures** from TCYS internal surveys and validated external datasets such as the Ministry of Justice youth offending statistics. Self-reported data is captured through the Outcomes Survey, internal annual reports while externally validated measures (e.g. youth offending rates, NCEA attainment) are drawn from national administrative records.

Quantity: Observing **Principle 2, to understand what changes**, the quantity of taiohi experiencing each outcome was determined through a combination of survey data, where taiohi directly reported whether they experienced each change and administrative records that verified education and employment related measurable achievements. For Outcome 6 (Reduced Offending), where administrative data were not applicable and direct verification was more complex, quantity estimates were informed by professional judgement in consultation with TCYS staff who hold deep knowledge of taiohi engagement and behavioural shifts. Therefore, it was deemed appropriate to include the full SROI cohort as applicable for this outcome as evidenced by the Ministry of Justice data. This blended approach ensures that quantities reflect both stakeholder voice and operational reality, consistent with SROI principles.

Depth: Depth refers to the *degree* of change experienced by taiohi, and in line with **SROI Principle 2: Understand What Changes**, it must capture not just whether change occurred but **how much change** occurred for different stakeholders. Because no pre- and post-intervention measures existed, depth was calculated using the Outcomes Survey, in which taiohi rated each outcome on a 1–5 scale. These ratings allowed each outcome to be expressed as a **weighted average score**, which was then converted into a percentage of the maximum possible score to show the intensity of change.

For example, for Outcome 1 (Strengthened Identity), the weighted responses (39×5, 18×4, 6×3) produced a depth score of 4.75/5, or **95%**, demonstrating a very high degree of change. This approach was repeated across all outcomes, with depth values ranging from **82.7% to 96%**, depending on the weighted distribution of scores. Where relevant, subgroup depth analyses were also carried out, for example for taiohi engaged with TCYS for two or more years, to assess whether specific groups experienced materially deeper change. See section 9.4 for the depth calculations.

Duration: Duration estimates reflect how long each outcome is expected to last after the change first occurs. These assumptions are grounded in stakeholder insight, TCYS administrative knowledge, and relevant national and international evidence, and follow SROI **Principles 2 (Understand What Changes) and 5 (Do Not Overclaim).** Most psycho-social outcomes—such as strengthened identity, improved decision-making, and reduced offending—are assumed to last three years, reflecting the sustained relational support provided by TCYS and evidence showing multi-year persistence of youth development gains. Employment outcomes are assigned a 2 year duration, consistent with national findings that rural youth employment is less stable over time. Parenting improvements are modelled with a 1 year duration, aligning with the practical focus of the YPP programme on the child's early development. These durations provide evidence-informed estimates of how long TCYS's contribution remains influential. Full details, evidence sources, and rationale for each outcome's duration are provided in **Appendix E**, Table 18.

Indicator selection: In accordance with SROI **Principle 2: Understand What Changes**, the indicators selected for each material outcome in this analysis are grounded in stakeholder experience and supported by credible evidence sources. For outcomes based on self-reported change, such as strengthened identity, improved decision making, and parenting capability, the Outcomes Survey provides direct stakeholder-derived evidence showing whether change occurred and the extent of that change through rating scales. These indicators capture non-binary change by quantifying depth and variation in experience, ensuring the results reflect the magnitude of improvement rather than a simple yes/no occurrence.

For more objective outcomes such as educational achievement and employment, administrative data from the TCYS 2024/25 Annual Report offers verifiable evidence of NCEA attainment and movement into work, providing robust indicators that demonstrate concrete progress. The indicator chosen for reduced offending draws on Ministry of Justice data, using population-level measures to corroborate the preventative effect observed qualitatively by taiohi and Youth Workers.

Together, these indicators form a coherent, triangulated evidence base that demonstrates the presence of change and, where appropriate, the scale of that change, ensuring that the outcomes included in the Value Map are material, measurable, and firmly grounded in stakeholder insight. Table 6 summarises the valued outcomes for each programme, along with the rationale for inclusion, reach, indicators, and supporting evidence. This ensures the SROI captures outcomes that matter most to stakeholders and are underpinned by credible, enduring impact.

Table 6. Material outcomes – rationale, reach, indicators, and evidence

Material Outcome	Justification for Inclusion	Indicators and Source	Stakeholder Group and Quantity experiencing the outcome
Outcome 1: Strengthened sense of identity	The interviews with Youth Workers and secondary stakeholders identify this as a clear outcome for taiohi with examples. The interview and focus group data with taiohi provide further examples. Excluded in the NEET, YP, and YPP population to eliminate double counting - overlap with education, employment and parenting outcomes.	**Indicator:** The number of taiohi reporting that being involved with TCYS has strengthened their sense of identity **Source:** Outcomes Survey	Stakeholder group: Taiohi Quantity: n=60 (Refer to the depth calculations for the exact proportions).
Outcome 2: Develops skills to make better life choices	As above, this outcome was clearly attributed for the interviews and focus groups involving the Guys 4 Guys sample.	**Indicator:** The number of taiohi reporting that being involved with TCYS has helped them to develop the skills to make better life choices **Source:** Outcomes Survey	Stakeholder group: Taiohi Quantity: n=60 (Refer to the depth calculations for the exact proportions).
Outcome 3: Achieves Educational goals	Achieving educational goals is material because it directly influences a taiohi's ability to access further training, employment, and financial independence.	**Indicator:** Number of taiohi who attain NCEA levels 1, 2, or 3 <u>NEET:</u> n= 42 NCEA level 1: n=18	Stakeholder group: Taiohi

Material Outcome	Justification for Inclusion	Indicators and Source	Stakeholder Group and Quantity experiencing the outcome
	It also fulfils contractual obligations tied to government-funded youth services like NEET, YP and YPP making it a critical indicator of programme success. Further, meaningful engagement in education often acts as a catalyst for further motivation, equipping taiohi with the confidence and skills to pursue higher learning, vocational pathways, and long-term employment opportunities.	NCEA level 2:n= 16 NCEA level 3: n=9 YP: n= 24 NCEA level 1: n=1 NCEA level 2: n=1 YPP: n =8 No NCEA qualifications attained. **Source:** TCYS 2024/25 Annual Report.	Quantity: n=45 out of 74 (in NEET, YP and YPP) gained NCEA qualifications.
Outcome 4: Gains employment	Gaining employment is a material outcome as it marks a key step toward financial independence and social inclusion for taiohi. It also reflects the effectiveness of youth services in supporting transitions from education into the workforce, aligning with funder and community expectations.	**Indicator:** Number of taiohi in full or part-time employment or in apprenticeships during the programme or service. **Source:** TCYS 2024/25 Annual Report.	Stakeholder group: Taiohi Quantity: n=32 out of 74 (NEET, YP and YPP) gained employment.
Outcome 5: Improved Ability to be a parent	Improved parenting ability is material as it enhances child wellbeing and reduces the risk of intergenerational harm.	Indicator:The number of taiohi reporting that support from TCYS, YPP and the wraparound services	Stakeholder group: Taiohi

Material Outcome	Justification for Inclusion	Indicators and Source	Stakeholder Group and Quantity experiencing the outcome
	It supports taiohi in providing safe, nurturing, and developmentally appropriate care while meeting the requirements of the YPP programme. This includes adherence to key policy obligations such as enrolling children in early childhood education (ECE) and completing regular Well Child health checks.	such as parenting and budgeting have improved their ability to be a parent **Source:** Youth worker confirmation through feedback from the YPP cohort.	Quantity: YPP: n = 8
Outcome 6: Reduced offending	Reduced offending is material because it leads to safer communities and decreases demand on justice and social services. It also reflects the success of TCYS's preventative, relationship-based approach in addressing underlying causes of risk-taking behaviour. Further, several quotes attribute the existence of TCYS as a deterrent of crime in the neighbourhood.	**Indicator:** Reduced youth offending (at least 1% from the previous year) in Dannevirke over time compared to the rest of New Zealand. Result = 0% of taiohi with charges in Dannevirke in 2024. **Source:** Ministry of Justice - 9mvMML_Children-and-young-people-with-charges-finalised-in-any-court_dec2024_v1.0.xlsx	Skateholder group: New Zealand government (including local government and the regional justice system) Quantity: n=89

7.3 Limitations and Future Considerations

A limitation of this evaluation is the absence of consistent pre and post-survey data to quantify changes such as reduced offending, meaning the scale of impact can only be inferred.

The author also acknowledges a sample bias arising from gathering data only from taiohi who are currently engaged with TCYS and who chose to participate in the research. While this limits the ability to generalise findings to all past or disengaged taiohi, it was a practical and necessary approach given resource constraints, ethical considerations, and the difficulty of contacting taiohi who have moved, disengaged, or are not currently connected to support services. Engaged taiohi were the most accessible, safest, and most appropriate group to participate within the project's timeframe, and their insights still provide a meaningful and credible representation of the outcomes experienced by the core service population.

Future Recommendation: It is recommended that TCYS should embed pre and post-programme surveys across all services to systematically track progress towards outcomes through monitoring data. This would enable comparability across programmes and provide a more robust evidence base for demonstrating social value over time.

8. Valuing Change / Outcomes

In SROI analysis, valuation (sometimes called monetisation) is the process of assigning a financial proxy (a dollar value) to outcomes that do not have a market price. Financial proxies should reflect the value that the stakeholder experiencing the change places on the outcome. The purpose is not to reduce people or their experiences to money, but to make the importance of outcomes visible in a language that decision-makers and funders understand. In this analysis, financial proxies were identified using the following valuation techniques.

- **Avoided costs** – estimating the value of preventing a negative outcome (e.g., avoided justice or health costs).
- **Subjective wellbeing measures** - estimating the intangible value in monetary terms a positive outcome will bring a stakeholder. This approach draws on large datasets such as Treasury CBAx, which assign monetary values to outcomes like confidence, belonging, or resilience.
- **Market value** – reflecting higher earnings from education or employment, based on observable changes in income or productivity.
- **Market comparison** – using the cost of an equivalent service or programme that could deliver the same outcome (e.g., a leadership camp for confidence and identity).

8.1 Identifying Financial Proxies

There are three primary stakeholder groups that benefit from TCYS's activities: **taiohi**, who experience the direct personal and developmental outcomes, the **New Zealand government**, which includes the **local government** (inclusive of the regional justice system) which are represented across agencies such as the Ministry of Social Development, Ministry of Health, New Zealand Police, Ministry of Justice, and the Department of Corrections. Government agencies benefit indirectly through outcomes such as improved employment readiness, safer decision-making, and reduced offending - all of which reduce future demand on public services. Where the government is identified as a stakeholder for a particular outcome and a fiscal proxy is used to represent these public-sector benefits, a second proxy is always included to ensure the value to taiohi as the primary stakeholder group is fully captured and not overshadowed by system-level savings. All proxies were selected using a transparent, evidence-based process consistent with SROI good practice.

Each valuation is grounded in credible sources - including Treasury's CBAx database, official government costings, and market-based substitutes for comparable services, ensuring that outcomes are valued realistically and without over-claiming. Realistic assumptions were intentionally applied to strengthen reliability and align with New Zealand evaluation norms.

To ensure credible and defensible valuation, financial proxies were identified through a systematic process informed by sector evidence, previous SROI studies, and Aotearoa-specific data. The aim was to establish reasonable dollar equivalents that reflect the actual value created through TCYS's mahi, while avoiding inflation of impact. **Table 7** summarises the proxies, associated rationales, and the valuations applied, demonstrating a clear link between evidence, professional judgement, and stakeholder-verified outcomes.

This approach aligns with key SROI principles, including **Principle 1 (Involve Stakeholders)** by ensuring taiohi remain the central beneficiaries in the valuation; **Principle 4 (Only Include What Is Material)** through the careful selection of proxies that genuinely reflect meaningful change; **Principle 5 (Do Not Overclaim)** by using realistic, non-duplicative valuations for government and taiohi; and **Principle 6 (Be Transparent)** through clear documentation of all proxy sources, assumptions, and decision-making processes.

Table 7. Monetary valuation of outcomes using financial proxies

Outcome	Financial Proxy and value (NZD)	Source	Rationale
Outcome 1: Strengthened sense of identity	Cultural expression (0-5 scale) (general population) CBAx row 187 valued at **$4,354** (Value adjusted for 2025)	CBAx Spreadsheet Model I The Treasury New Zealand	The CBAx "Cultural expression" proxy is a better fit for the outcome *Strengthened sense of identity* because it directly captures the personal, emotional, and cultural aspects of identity development such as confidence, belonging, and authentic self-expression as reported by taiohi. In contrast, a programme replacement-cost proxy values the cost of delivering a service rather than the actual benefit experienced. The cultural expression proxy therefore provides a more accurate and meaningful measure of the real change created.
Outcome 2: Develops skills to make better life choices	a) Avoided costs: health system costs (Emergency Department and inpatient hospital admissions) assumed at 1 admission/year/ taiohi: CBAx row 142 = **$655** (Value adjusted for 2025). b) Young People (5-17) Physically active at MOH physical activity guidelines.	CBAx Spreadsheet Model I The Treasury New Zealand	Developing the ability to regulate behaviour and avoid risky activities (including drug and alcohol use) reduces the likelihood of acute harm from accidents, assaults, or substance misuse. The avoided health costs CBAx proxy provides standardised values for health system impacts, ensuring alignment with government evaluation practice. The second (physical activity) CBAx proxy is appropriate because developing the skills to make better life choices often leads taiohi to adopt healthier routines, increase their physical activity, and engage in safer, pro-social behaviours. The CBAx "Young People Physically Active at Ministry of Health Guidelines" proxy captures the resulting improvements in wellbeing, resilience, and physical health - outcomes that commonly accompany reduced risky behaviour and better decision-making. It reflects the direct personal benefits taiohi experience, such as

Outcome	Financial Proxy and value (NZD)	Source	Rationale
	CBAx row 240 = **$1,291** (Value adjusted for 2025)		improved mood, energy, and overall functioning, making it a meaningful and credible measure of the positive lifestyle changes associated with this outcome.
Outcome 3: Achieves educational goals	Annual income uplift from no qualifications to Upper secondary school qualification. CBAx row 119 = **$2788** (Value adjusted for 2025)	CBAx Spreadsheet Model I The Treasury New Zealand	Achieving NCEA Level 2 or higher improves lifetime employment prospects and earnings. Using this proxy ensures the outcome is valued consistently with government appraisal standards and avoids overstating impact by linking educational achievement directly to measurable economic benefit.
Outcome 4: Gains employment	a). Savings for the New Zealand government based on no Job Seeker benefit payments CBAx row 24 = **$16,688** (Value adjusted for 2025) b). An average annual salary from the types of jobs available for taiohi after completing an NCEA Level 2-3 qualification in Dannevirke.	CBAx Spreadsheet Model I The Treasury New Zealand https://www.stats.govt.nz/information-releases/labour-market-statistics-september-2025-quarter/ https://www.glassdoor.co.nz/Salary/McDonalds-New-Zealand-Salaries-EI_IE4328.0,9_IL.10,21_IN186.htm,	CBAx income uplift values, combined with MSD benefit rates, provide a robust and transparent proxy for avoided Jobseeker benefit costs, aligning with SROI's focus on measurable, evidence-based outcomes. The wage estimates for common entry-level roles available to taiohi in Dannevirke are based on official and reputable sources and reflect realistic, market-aligned earnings for full-time employment. These roles were selected because they represent accessible employment opportunities for youth in rural communities. **Data Sources and Reliability** ● **Road Worker**: Rates ($25–$35/hour) are drawn from *Statistics New Zealand Labour Market Statistics (Sept 2025)*, which provides official wage benchmarks for construction and roading sectors.

Outcome	Financial Proxy and value (NZD)	Source	Rationale
	The conservative average annual income for common jobs available to taiohi in Dannevirke—such as road workers, McDonald's shift workers, hairdressers/barbers and dairy farm workers—is approximately **$47,840.**	https://www.payscale.com/ https://www.careers.govt.nz/jobs-database/beauty-fashion-and-personal-care/hairdressing/hairdresser-barber/, https://www.jobted.nz/salary/hairdresser https://www.jobted.nz/salary/farm-worker;https://www.rabobank.co.nz/	**McDonald's Shift Worker**: Rates ($22–$24/hour) sourced from *Glassdoor NZ* and *PayScale*, which aggregate employer-reported and employee-reported data for fast-food roles. **Hairdresser/Barber**: Rates ($23–$31/hour) sourced from *Careers.govt.nz* and *Jobted NZ*, both recognized for providing accurate industry wage ranges. **Dairy Farm Worker**: Rates ($22–$24/hour) sourced from *Jobted NZ* and *Rabobank NZ*, reflecting agricultural sector norms. These sources are widely recognized and updated regularly, ensuring credibility. **Assumptions** **Full-time hours**: Calculations assume 40 hours per week and 52 weeks per year, excluding overtime, bonuses, or allowances. This standardization ensures comparability across roles. **Conservative estimates**: For SROI purposes, conservative figures are used (the lower bound of each wage range) to avoid overstating benefits and maintain methodological integrity. **Regional relevance**: Dannevirke is a rural area; these roles are commonly advertised locally and align with regional employment patterns.

Outcome	Financial Proxy and value (NZD)	Source	Rationale
			Calculation Method Annual income = Hourly rate × 40 hours/week × 52 weeks/year Example: $22/hour × 40 × 52 = $45,760 This formula is applied consistently across all roles. **Why use a conservative average ($47,840)** The conservative average of $47,840 (calculated from $52,000, $45,760, $47,840, and $45,760) represents a **conservative proxy for entry-level earnings**. This approach: ● Avoids inflating social value. ● Reflects realistic starting wages for taiohi. ● Provides a credible benchmark for SROI valuation.
Outcome 5: Improved ability to be a parent	Programme substitute: cost of a parenting course. e,g, Triple P Parenting. e.g. Cost of a parenting course $98.2 x 10 sessions which is the standard number Cost of a parenting course $98.2 x 10 =**$982**	https://www.triplep-parenting.net.nz/nz/parenting-courses/triple-p-online/ Course details - Triple P	Outcome 5 was valued using the cost of a substitute programme, the *Triple P Parenting* course. Triple P offers structured online parenting modules at $98.20 per session, with a standard 10-session format totalling $982. This provides a realistic, market-based proxy for the investment required to achieve similar parenting outcomes outside of TCYS.

Outcome	Financial Proxy and value (NZD)	Source	Rationale
Outcome 6: Reduced offending	Cost of diversionary response for a low-risk youth offender (warning or referral to Police Youth Aid) (CBAx row 265) = $4,638 (Value adjusted for 2025) WELLBY: changes in life satisfaction scale (CBAx row 242) = $7,343 (Value adjusted for 2025)	CBAx Spreadsheet Model I The Treasury New Zealand	The first proxy is appropriate because when taiohi reduce their likelihood of offending, they avoid entering the early stages of the justice system, such as receiving warnings or referrals to Police Youth Aid. These diversionary responses carry measurable fiscal costs for government agencies, and the CBAx estimate provides a New Zealand–specific value for the avoided expenditure. Using this proxy ensures the SROI captures the real savings to the justice sector that arise when preventative youth work reduces the need for police involvement, making it a relevant and credible measure of government benefit. The WELLBY proxy is relevant because reducing offending behaviour is closely linked to improvements in taiohi wellbeing, safety, confidence, and stability. When young people feel more in control and less likely to engage in risky behaviour, their overall life satisfaction tends to increase. The WELLBY measure captures these personal wellbeing gains directly, valuing the positive shift in taiohi's quality of life rather than only the system-level savings. This makes it a meaningful proxy for representing the benefit of reduced offending from the taiohi perspective.

9. Establishing Impact

Establishing impact is a critical step in SROI because it reduces the risk of over-claiming and ensures that the value reported is credible and defensible. It requires demonstrating which outcomes are genuinely attributable to the organisation's activities, rather than the result of other influences. To do this, four filters are applied to financial proxies: deadweight (what would have happened anyway), attribution (the contribution of other people or services), displacement (whether benefits came at the expense of others), and duration/drop-off (how long the change is expected to last and whether it fades over time). Together, these adjustments provide a more accurate picture of the net value created. The assumptions behind each filter were informed by stakeholder reflections, tested against secondary research where available, and validated in consultation with the TCYS team, strengthening both the rigour and credibility of the findings.

9.1 Deadweight

Deadweight reflects the proportion of change that would have happened anyway without TCYS's involvement. In the Tararua context, where TCYS is the only dedicated youth organisation, most outcomes would not have occurred without their consistent support; however, some progress may still have been achieved through schools, whānau, employers, or health providers. Stakeholder interviews confirmed that while these external actors play a minor role, the depth and sustainability of outcomes are overwhelmingly attributed to TCYS's relational, wraparound approach.

Table 8. Deadweight calculations and rationale

Outcome	Deadweight (%)	Rationale
Outcome 1: Strengthened sense of identity	10%	While some taiohi may have developed greater self-confidence or cultural pride through church, connection to iwi groups or sports, the majority of participants described TCYS - as the first environment where they felt genuinely accepted and respected. A small proportion of taiohi might have reached similar outcomes without TCYS, but stakeholder evidence shows that for most, their strengthened sense of identity was directly tied to the consistent mentoring, safe spaces, and culturally grounded practices of TCYS. For this reason, a low deadweight of 10% is applied. **Source:** Stakeholder-informed.

Outcome 2: Develops skills to make better life choices	10%	A minority of taiohi may have reduced risky behaviour as they matured or through influence from family, sports, or school activities. However, the relational mentoring and safe spaces offered by TCYS, especially Guys 4 Guys - were repeatedly cited as decisive in enabling behavioural change. **Source:** Stakeholder-informed.
Outcome 3: Achieves educational goals	10%	A small proportion of taiohi may have achieved some NCEA credits or milestones through alternative education providers, schools, or their own determination, even without TCYS. However, given most participants had already disengaged from mainstream schooling, it is unlikely that many would have sustained progress without consistent support. The lower deadweight reflects that while some change might have occurred independently, TCYS was the critical driver in enabling and maintaining educational achievement. **Source:** Stakeholder-informed.
Outcome 4: Gains employment	10%	While a small percentage of taiohi might have entered employment through family connections or local employers, the rural labour market is limited and disengagement levels are high. The low deadweight reflects strong evidence that TCYS's mentoring, driver licensing, CV support, and transport provision were critical to employment pathways. **Source:** Stakeholder-informed.
Outcome 5: Improved ability to be a parent	10%	Some young parents (during the course of this study eight taiohi were young parents on the YPP service in 2024/25) may have naturally developed parenting skills through lived experience, whānau guidance, or mainstream parenting courses. However, the structure and wraparound support of YPP (budgeting, Early Childhood Education [ECE] enrolment, Well Child checks) were crucial in ensuring safe, nurturing parenting. The 10% deadweight recognises some change may have occurred anyway, but not at the same depth or consistency. **Source:** Stakeholder-informed.
Outcome 6: Reduced offending	0%	Ministry of Justice data shows youth offending in Dannevirke is near-zero, despite significant socio-economic risk factors. Stakeholder evidence strongly attributes this to TCYS as the sole dedicated youth organisation providing consistent,

		preventative engagement. Without TCYS, the counterfactual would likely be higher offending, not the same. Therefore, no deadweight is applied. **Source:** Stakeholder informed and Associate judgement.

9.2 Attribution

Attribution considers the contribution of other people or organisations alongside TCYS in achieving outcomes. In Tāmaki-nui-a-Rua, while external actors such as iwi groups, guidance counsellors, YMCA, Child and Adolescent Mental Health Services, and whānau provide some level of support, stakeholder evidence through engagement demonstrated that TCYS was the main driver of change. In line with SROI **Principle 1 (Involve stakeholders)**, the survey revealed that 94% of taiohi rely on TCYS as the only place they go for help and support, underscoring the importance of centring their perspectives in identifying and valuing outcomes. The attribution figures therefore recognise these secondary contributions but keep attribution low, reflecting TCYS's unique role as the only dedicated youth development provider in the rural district of Dannevirke.

Table 9. Attribution calculations and rationale

Outcome	Attribution (%) *(of other groups)*	Rationale
Outcome 1: Strengthened sense of identity	5%	In Tāmaki-nui-a-Rua, many taiohi face stigma, disengagement, and intergenerational hardship. Youth in the Guys 4 Guys programme explicitly credited TCYS with giving them the confidence to see themselves as capable, valued, and culturally proud. Other influences are acknowledged, but TCYS was the decisive catalyst. **Source:** Stakeholder-informed.

Outcome 2: Develops skills to make better life choices	5%	The interviewed Youth Workers (who were formerly taiohi at TCYS) and taiohi described TCYS as the first safe, non-judgmental place where they learned to regulate emotions, reduce risky behaviour, and avoid harmful peer influence. The mentoring style of Guys 4 Guys created the space for these shifts to stick. Attribution is set low to reflect this decisive role. **Source:** Stakeholder-informed.
Outcome 3: Achieves educational goals	10%	Schools, alternative education providers such as Praxis, and whānau encouragement all play a role in education outcomes. However, many TCYS participants had disengaged from mainstream schooling before joining. Evidence from NEET, YP, and YPP shows TCYS's tailored mentoring, transport, and drop sessions were critical in re-engaging them. Attribution is higher here (10%) to reflect the contribution of education providers alongside TCYS. **Source:** Stakeholder-informed.
Outcome 4: Gains employment	5%	In Tāmaki-nui-a-Rua, barriers like transport, licensing, and CV skills and connection to opportunities are decisive factors in gaining employment. TCYS provided these supports directly - e.g. driver licences, CV coaching, and employer connections - enabling 43% of participants to move into jobs or apprenticeships. Attribution is therefore set at 5%, to recognise the role TCYS plays as a critical, enabling function. While this is not conservative, it is a realistic estimate for the above reasons. **Source:** Stakeholder-informed.
Outcome 5: Improved ability to be a parent	10%	Midwives, Plunket, Well Child checks, ECE services, and whānau also support young parents. However, YPP coaching at TCYS ensured compliance with MSD requirements (budgeting, ECE enrolment, Well Child) while also providing emotional encouragement and practical help. Without this, many young parents would have struggled. Attribution is therefore set at 10% to reflect external contributions but credit TCYS with the most consistent role. **Source:** Stakeholder-informed.

Outcome 6: Reduced offending	5%	Police, schools, and Oranga Tamariki are present in the justice ecosystem. However, Ministry of Justice data shows Dannevirke youth offending is near-zero while comparable towns have much higher rates. Stakeholder interviews repeatedly linked this directly to TCYS's unique, consistent presence. Attribution is therefore set at 5% to acknowledge that the youth development provided to younger taiohi (11-14) plays a significant role in preventing all taiohi from the risk of offending. **Source:** Stakeholder informed and Associate judgement.

9.3 Displacement

Displacement was assessed in line with SROI **Principle 5: Do Not Overclaim.** This principle requires careful consideration of whether the outcomes achieved simply replaced benefits elsewhere or shifted problems to another group. In this analysis, no evidence suggested that TCYS's outcomes came at the expense of others or reduced opportunities in the community. Therefore, displacement is assessed at 0% across all outcomes. TCYS's mahi is understood to expand the pool of positive opportunities in Tāmaki-nui-a-Rua, particularly in education, wellbeing, and youth development, creating genuinely additive value that strengthens the wider community rather than redistributing existing benefits.

9.4 Drop-off

Drop-off reflects the proportion of value that diminishes over time after an outcome is first achieved. In line with **Principle 1: Involve Stakeholde**rs and **Principle 6: Be Transparent**, estimates were informed by taiohi feedback, youth worker insights, and sector evidence on the durability of youth development outcomes. Consistent with **Principle 5: Do Not Overclaim**, realistic assumptions were applied - supported by secondary research and professional judgement, to avoid overstating long-term impact. The drop-off rates chosen reflect these differences, balancing the durability of certain outcomes with the realities of rural youth development and the need for sustained reinforcement.

Table 10. Drop-off calculations and rationale

Outcome	Drop-off (%)	Rationale
Outcome 1: Strengthened sense of identity	10%	A strengthened sense of identity and confidence is significant, but it may fade without ongoing positive reinforcement. The Whānau Ora SROI (2019) uses Māori wellbeing frameworks requiring sustained cultural reinforcement - justifying fallback (10%) without support. (whanauora.nz). **Source:** Associate judgement based on secondary sources of evidence.
Outcome 2: Develops skills to make better life choices	10%	Behavioural changes (e.g., reducing risky behaviour) require ongoing reinforcement, especially in communities with intergenerational harm. Therefore a drop-off of 10% is applied which is consistent with the Social Wellbeing Agency (2022) youth service review highlights mixed effectiveness and need for sustained reinforcement in high-needs contexts. (sia.govt.nz). Further, Oranga Tamariki evaluations show youth justice interventions need ongoing support to maintain behavioural gains, suggesting a 10% drop-off without reinforcement. (orangatama...ki.govt.nz), (aroturuki.govt.nz) **Source:** Associate judgement based on secondary sources of evidence.
Outcome 3: Achieves educational goals	10%	NCEA credits and qualifications are permanent once earned. While motivation may fluctuate, the value of educational attainment does not erode. Therefore a 10% drop-off is used which is consistent with the literacy and numeracy drop-off rate in Whānau Ora SROI (2019) (whanauora.nz). **Source:** Associate judgement based on secondary sources of evidence.

Outcome 4: Gains employment	25%	Employment among rural youth is less stable; many shift between seasonal, part-time, or casual roles before finding stable pathways. Higher drop-off better reflects this reality. This is consistent with the SROI report: *Generating Future by Connecting Training to Employment* applied a 25% drop-off for employment outcomes, reflecting the risk of participants not sustaining work over time ([Pólvora, 2022](#)). Further, Treasury (2017) The Youth Service : NEET evaluation found initial retention but no long-term employment gains 18–24 months post-intervention. This supports a high drop-off for rural youth employment (e.g., 25%) [(treasury.govt.nz)](#). **Source:** Associate judgement based on secondary sources of evidence.
Outcome 5: Improved ability to be a parent	10%	Parenting skills are durable but can weaken under stress without consistent external support. A moderate drop-off recognises the risk of erosion over time. A 10% drop-off is consistent with The Whānau Ora SROI report, reflecting the view that these changes are durable but can weaken under stress without ongoing support ([Te Kahu o te Ao, 2021](#)). **Source:** Associate judgement based on secondary sources of evidence.
Outcome 6: Reduced offending	10%	Offending rates are already near-zero in Dannevirke, strongly linked to TCYS's presence. As long as TCYS continues, there's no evidence of slippage. However, a conservative 10% is added as an allowance for the odd occurrence. **Source:** Stakeholder informed and Associate judgement.

9.4 Depth

Depth refers to the degree of change experienced by taiohi because of TCYS engagement (at two points in time). A limitation in this study is the lack of official pre and post-intervention data. However, to assess this, an Outcome Survey was conducted with taiohi within scope, and this is complemented by qualitative insights from interviews and focus groups. There are 89 taiohi within the scope with 60 survey respondents[16]. Therefore, the depth is calculated by triangulating the qualitative findings, the findings from TCYS monitoring data as well as the survey findings. All professional judgements are based on stakeholder involvement and verification.

Table 11. Depth calculations and rationale

Depth is calculated based on the following weighted scale used for Question 6 in the Outcomes Survey.

Outcome	Depth (%)	Rationale
Outcome 1: Strengthened sense of identity	95% (overall) Subgroup (2+years) 94% Subgroup (1-2 years)	Overall number of respondents × rating scale 39 × 5 = 195 18 × 4 = 72 6 × 3 = 18 Weighted total=195+72+18=285 Average depth score=285/60=4.75 Depth %=4.75/5 (max score) =0.95 Subgroup analysis (2+ years at TCYS [n=30]) 22 × 5 = 110 7 × 4 = 28 1 × 3 = 3 Weighted total= 110+28+3=141 Average depth score=141/30=4.7 Depth %=4.7/5 (max score) =0.94

[16] A total of 63 taiohi responded to the survey. To remain within the defined age scope of 15–24 years, 60 responses were included in the main analysis, while the three responses from 14-year-olds were examined separately in the Sensitivity Analysis.

	85.6% Subgroup (6-12 months) 86.7%	Subgroup analysis (1-2 years at TCYS [n=18]) 8 × 5 = 40 7 × 4 = 28 3 × 3 = 9 Weighted total= 40+28+9=4.2777 Average depth score=4.2777/18=0.8555 Depth %=0.8555/5 (max score) =85.6% Subgroup analysis (6-12 months at TCYS [n=12]) 6 × 5 = 30 4 × 4 = 16 2 × 3 = 6 Weighted total= 30+16+6=52 Average depth score=52/12=4.3333 Depth %=/5 (max score) =4.3333/5 = 0.8667 **Source:** Stakeholder informed
Outcome 2: Develops skills to make better life choices	95.7%	Number of respondents × rating scale 40 × 5 = 200 18 × 4 = 72 5 × 3 = 15 Weighted total=200+72+15=287 Average depth score=287/60=4.7833 Depth %=4.75/5 (max score) =0.957 **Source:** Stakeholder informed
Outcome 3: Achieves educational goals	92.3%	Number of respondents × rating scale 40 × 5 = 200 8 × 4 = 32 15 × 3 = 45 Weighted total=200+32+45=277 Average depth score=277/60=4.6167 Depth %=4.6167/5 (max score) =0.9233 **Source:** Stakeholder informed
Outcome 4: Gains employment	82.7%	Number of respondents × rating scale 36 × 5 = 180 11 × 4 = 44 8 × 3 = 24

		Weighted total=180+44+24=248 Average depth score=248/60=4.1333 Depth %=4.1333/5 (max score) =82.7% **Source:** Stakeholder informed
Outcome 5: Improved ability to be a parent	84%	Number of respondents × rating scale 2 × 5= 10 2 × 4 =8 1 × 3 = 3 Weighted total=10 + 8 + 3=21 Average depth score=21/5 = 4.2(This is only applicable for those in the YPP service [n=5 survey respondents] Depth %= 4.2/5 (max score) =0.84 **Source:** Stakeholder informed
Outcome 6: Reduced offending	96%	Number of respondents × rating scale 46 × 5= 230 9 × 4 =36 6 × 3 = 18 2 × 2 = 4 Weighted total=230+36+18+4=288 Average depth score=288/60=4.8 Depth %=4.8/5 (max score) =0.96% **Source: Source:** Stakeholder informed

A note on subgroup analysis for Outcome 1: The regression analysis confirms a strong relationship between length of time at TCYS and positive shifts in identity and confidence. This is reflected in the SROI depth scores, where the 2+ years subgroup achieved the highest individual depth (94%). Interestingly, the overall depth score (95%) is slightly higher than the 2+ year subgroup. This is because the 2+ year group contributed a large volume of high ratings, but some shorter-stay participants also reported strong ratings. When combined, these responses elevate the overall average slightly above the subgroup score. Therefore, the Value Map contains the score of the overall depth score of 95%.

Appendix E presents the key outcomes identified in this SROI, showing the number of taiohi who experienced each change (quantity) and the expected length of time the change will last (duration). Duration estimates were confirmed by TCYS staff, with subjective outcomes assumed to persist for at least three years, reflecting the continued engagement of taiohi in TCYS programmes.

10. Calculating the SROI

This section brings together all the evidence gathered across the SROI process to calculate the SROI ratio. The ratio compares two numbers:

- The **total value of outcomes** experienced by stakeholders.
- The **total investment (inputs)** required to make those outcomes possible.

This provides an estimate of the social value created for every dollar invested. While the ratio is a helpful indicator, it should always be read alongside the qualitative insights and stakeholder narratives that give depth and meaning to the numbers. The SROI ratio captures the relationship between resources invested and value generated. For example, a ratio of 3:1 means that for every $1 invested, $3 of social value is created. However, the number alone does not tell the full story. It is the lived experiences of taiohi, whānau, and community that explain how and why change occurs, and these narratives are essential to interpreting the ratio responsibly. The SROI ratio is an expression of the total present value of benefits created compared to the total value of inputs invested:

$$\text{SROI Ratio} = \frac{\textbf{Present Value of Benefits}}{\textbf{Total Inputs (Investment)}}$$

10.1 The SROI Ratio

To calculate the present value of benefits for taiohi aged 15–24 engaged with TCYS programmes, the following steps were undertaken:

1. **Gross value of outcomes** was calculated by multiplying the quantity of change by the selected financial proxy values.
2. **Impact adjustments** — deadweight, attribution, displacement, and drop-off were applied to ensure only net additional value was included.
3. **Discounting** was applied at 2% to reflect the time value of money, bringing future outcomes into present value terms[17].

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[17] A 2% discount rate was applied in line with the New Zealand Treasury's 2025 guidance for social sector and NGO evaluations. Treasury recommends a lower social discount rate than is typically used for commercial organisations, which is 8%.

4. **Aggregation** — adjusted, discounted outcome values were summed to generate the total present value of benefits.
5. **Division** — the total present value of benefits was divided by the total investment, producing the final SROI ratio.

Table 11. Calculated SROI for the analysis

Present value of benefits (outcomes)	$6,895,858.56
Present value of investment (inputs)	$592,073.00
SROI ratio	**$11.65 : $1**

Interpretation of the SROI Ratio

The analysis shows that TCYS generates **$11.65 of social value for every $1 invested**. This ratio should not be interpreted as a precise financial return but as a credible estimate of the scale of impact created. The ratio reflects

- Only well-evidenced, material outcomes were monetised.
- Proxies were primarily sourced from Treasury's CBAx database and official government costings.
- Enabling outcomes were recognised qualitatively but not monetised, to avoid over-claiming.

Across the six outcomes, "Gains Employment" clearly generates the highest monetised value, followed by "Reduced Offending," with the three capability-building outcomes and parenting support contributing smaller but still material value.

The employment outcome produces by far the largest impact value (around $1.77m in Year 0, with strong present value), reflecting the high proxy used: savings from no Jobseeker benefit and an assumed average annual salary uplift for taiohi moving into work or apprenticeships (CBAx benefit plus local wage estimate). Reduced offending is the next most valuable outcome (around $1.01m in Year 0), driven by a high combined proxy that includes the cost of diversionary responses for low-risk youth offenders and a WELLBY-based life satisfaction gain, so each taiohi experiencing reduced offending carries a substantial per-person valuation.

Among the three "softer" capability outcomes, strengthened sense of identity generates the largest total value (approximately $223k impact in Year 0) because it applies a relatively high cultural expression proxy from CBAx (0–5 scale general population) to a sizeable group of taiohi, and is assumed to last three years. Developing skills to make better life choices has a lower total value (around $100k in Year 0), reflecting a more conservative per-person proxy based on avoided acute health system costs and increased physical activity benefits; despite a higher stakeholder weighting (35%), its combined proxy is lower than for identity, so its overall contribution is smaller.

Achieving educational goals sits in the middle of the capability outcomes (about $102k in Year 0), using an income uplift proxy for moving from no qualifications to upper secondary (CBAx row 119) applied to 45 taiohi who achieve NCEA 1–3; the proxy is meaningful but not as large as the employment or offending proxies, which keeps its relative value moderate. Improved ability to be a parent has the lowest monetised value (around $6.4k) because the proxy is deliberately modest—a programme substitute based on the market cost of a parenting course (e.g. Triple P at $98.20 × 10 sessions) and it applies to only eight taiohi over a one-year duration, so its contribution is small in comparison even though it represents an important relational and wellbeing change.

Overall, the pattern of relative value reflects the realistic differences in how various outcomes are monetised. Outcomes linked to employment and reduced offending naturally generate higher values because they draw on well-established fiscal and income-related proxies that capture substantial economic and justice system benefits. In contrast, psychosocial and capability outcomes such as identity, life skills, education, and parenting are appropriately valued using more conservative wellbeing, avoided-cost, or substitute-programme proxies. This results in smaller, but still meaningful, contributions to the total SROI and provides a balanced representation of the full range of changes experienced by taiohi.

A 2% discount rate was applied in this SROI, in line with the New Zealand Treasury's published discount-rate guidance, which sets out the real discount rates to be used for long-term social sector analysis and public investment appraisal[18].

The regression analysis showed that **taiohi engaged with TCYS for 2+ years tended to experience Outcome 1 (Strengthened Sense of Identity) more deeply**; however, because this long-engaged group also represents a substantial share of the cohort, the overall average is used in the Value Map.

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[18] Discount Rates I The Treasury New Zealand

While education and employment outcomes appeared lower for taiohi in more complex programme pathways, the subgroup sizes were too small to draw firm statistical conclusions. For this reason, the Value Map assumes that all taiohi who report an outcome experience it equally, ensuring a fair and realistic estimate. The final results draw on a combination of administrative data and survey data, providing a robust and balanced basis for the valuations presented.

10.2 Sensitivity Analysis

Sensitivity analyses are conducted to test the robustness of results by testing key assumptions made during the SROI analysis. This process reduces the **risk of over-claiming (Principle 5)** and highlights where future evidence could improve confidence. Table 12 summarises the scenarios modelled across quantity, duration, drop-off, attribution, and proxy choice. These tests show how the SROI ratio responds when assumptions are tightened or relaxed, providing assurance that the overall value created by TCYS is not overly dependent on any single variable.

Table 12. Scenarios modelled

Criteria assessed	Scenario testing	SROI Ratio Result
Quantity (number of taiohi experiencing an outcome)	Including the three 14-year-old survey respondents would increase the number of taiohi experiencing Outcomes 1, 2, and 6 by three. Their results were excluded from the main analysis to remain within the agreed evaluation scope; however, their outcome ratings are known, and their inclusion would increase the SROI ratio. Because this increase is predictable, small in scale, and unlikely to alter the interpretation of overall value, the precise change has not been modelled here, as it would add limited additional insight.	SROI Ratio: $11.87:1 ($11.87 - $11.65= $0.22+)
Duration	Currently, the duration for outcomes 1, 2, 3 and 6 are assumed to last **three years**, based on the expectation that taiohi in the 2024/25 cohort will remain engaged with TCYS for an average of three additional years—aligning with the SROI's forecast period. In practice, some taiohi will relocate or disengage sooner, meaning their outcomes may reasonably last only **one year**.	SROI Ratio: $7.61:1 ($7.61-$11.65=-$4.04)

	The sensitivity scenario therefore tests a **one-year duration** for outcomes 1, 2, 3, and 6 to reflect the possibility of higher turnover, providing a realistic lower-bound estimate of outcome persistence.	
Drop-off - Outcome 4 Gains employment	Increasing the drop-off rate for the **Achieves Educational Goals** outcome to **50%** is included as a sensitivity check to see how the SROI result changes under a more conservative assumption. This does not represent a new estimate of durability, but simply tests a higher drop-off scenario to ensure the model remains robust even if the benefits of educational achievement were to diminish more quickly than expected.	SROI Ratio:$10.92:1 ($10.92-$11.65= -0.73)
Attribution - Outcome 4 Gains employment	For the **Gains Employment** outcome, attribution was increased from **5% to 50%** in the sensitivity analysis to test a more conservative scenario in which TCYS is assumed to contribute only partially to taiohi securing employment. This substantial adjustment allows the model to assess how sensitive the overall SROI ratio is to changes in attribution for this high-value outcome.	SROI Ratio:$6.35:1 ($6.35-$11.65=-$5.30)
Variation in proxy indicators: Outcome 4 Gains employment	The employment outcome generates the largest total value in the SROI because it is represented by two high-impact proxies: the avoided cost of Jobseeker support and the estimated annual income uplift for taiohi moving into work or apprenticeships. To ensure this substantial value is robust, the sensitivity analysis tests each proxy independently, assessing how changes to either the benefit-saving component or the income-uplift component would affect the overall SROI ratio. Proxy 1: Savings for the New Zealand government based on no Job Seeker benefit payments. CBAx row 24. (Value adjusted for 2025) =$16,688 Proxy 2: An average annual salary from the types of jobs available for taiohi after completing an NCEA Level 2-3 qualification in Dannevirke =$47,840	Proxy 1 SROI ratio: $7.81:1 (excluding proxy 2) ($7.81-$11.65=-$3.84 Proxy 2 SROI ratio:$10.31 :1 (excluding proxy 1) ($10.31-$11.65=-$1.34

Quantity

Including the three 14-year-old survey respondents who were excluded from the main analysis to maintain alignment with the agreed scope would increase the number of taiohi experiencing Outcomes 1 (Identity), 2 (Decision-making), and 6 (Reduced Offending). Because their outcome ratings are known and positive, their inclusion would raise the SROI ratio slightly. The model estimates an increase from $11.65 to **$11.87:1**, an uplift of **$0.22**, which is small enough that fully modelling the scenario adds limited additional insight.

Duration

The main model assumes a three-year duration for Outcomes 1, 2, 3, and 6, reflecting the expected engagement period of taiohi in the 2024/25 cohort. To test a more conservative scenario where taiohi may relocate or disengage earlier, the duration was reduced from three years to one year. Under this lower-bound assumption, the SROI ratio drops from $11.65 to **$7.61:1**, a difference of **–$4.04**, indicating that the model is sensitive to changes in outcome duration but still demonstrates strong value.

Drop-off (Outcome 3 – Achieves educational goals)

A higher drop-off rate of **50%** was tested as a sensitivity check to assess whether the educational outcome remains robust if benefits decline more quickly than expected. This change reduces the SROI ratio from $11.65 to **$10.92:1**, a reduction of **–$0.73**, showing moderate sensitivity but no threat to the overall conclusion of substantial value creation.

Attribution (Outcome 4 – Gains employment)

Attribution for the employment outcome was increased from **5% to 50%** to model a scenario where TCYS contributes only partially to employment gains - highly conservative given survey evidence showing strong youth-reported influence. This significantly reduces the SROI ratio to **$6.35:1** (a decrease of **–$5.30**), confirming the employment outcome's importance in the overall valuation while demonstrating that the SROI result remains positive even under stringent assumptions.

Variation in proxy indicators (Outcome 4 – Gains employment)

Because the employment outcome generates the largest value, two separate proxy tests were run to ensure robustness.

- **Proxy 1 (no Jobseeker benefit payments)** alone produces an SROI ratio of **$7.81:1**, a decrease of **–$3.84** from the main result.
- **Proxy 2 (average annual salary uplift)** alone produces an SROI ratio of **$10.31:1**, a decrease of **–$1.34**.

These results show that both proxies independently generate strong value and that the overall SROI ratio is not overly dependent on one or the other.

Overall, the sensitivity analysis shows that the SROI ratio is most affected by changes to **employment attribution** and, to a lesser extent, **duration assumptions**, indicating these areas have the greatest influence on the final result. In contrast, variations in **quantity** and the individual **employment proxies** have a relatively modest effect, suggesting that outcome incidence and proxy selection are stable and well-justified. These insights provide a clear direction for future evidence strengthening, particularly around understanding TCYS's contribution to employment outcomes and the long-term persistence of changes. Crucially, the SROI ratio remains **consistently positive across all scenarios tested**, including highly conservative ones, confirming the robustness and credibility of the value created through TCYS's work.

10.3 Stakeholder Verification of Results

Stakeholders played a central role in reviewing and verifying the SROI findings to ensure they accurately reflect the experiences, priorities, and value judgements of those involved - addressing the requirements of SROI **Principle 7: Verify the result.** Most importantly, taiohi directly verified the Theory of Change and its associated outcomes through the Taiohi Outcomes Survey. This process confirmed:

- the outcomes that taiohi actually experience;
- the strength (depth) of these changes; and
- the relative importance of each outcome, determined through a "most important outcome" ranking question.

The Outcomes Survey satisfies Principle 7 by involving stakeholders in confirming the theory of change, identifying the full range of outcomes, and assessing their importance. Their feedback informed outcome selection, weighting, and the inclusion of all material changes in the Value Map. The TCYS General Manager then reviewed the indicators, financial proxies, and all impact assumptions to ensure they were realistic, evidence based, and aligned with operational practice. Additional verification came through a review of the wider report, including programme context, scope, inputs, outputs, and recommendations, to confirm accuracy and representativeness of TCYS's mahi. Together, this combination of youth validation, organisational review, and full report cross checking ensures the SROI findings are technically robust and grounded in stakeholder perspectives, fully meeting the requirements of Principle 7: Verify the result.

11. Conclusion and Recommendations

This section provides a reflection of the key findings, strategic insights, and recommendations for programme development, funding decisions, and future impact measurement to support continuous improvement and better decision-making. Conclusions and recommendations matter in SROI because they ensure that findings are applied **(Principle 8: Be Responsive)**, guiding practical next steps for TCYS and contributing to systemic learning across the sector.

11.1 Summary of Key Findings

The SROI period for the TCYS forecast report is **1 July 2024 – 30 June 2027**. This timeframe was selected to capture both the short-term outcomes evidenced in 2024–2025 and the longer-term benefits projected over two more years. The forecast approach strengthens advocacy considering expected funding reductions from 2026, models the likely return on investment for outcomes that take time to emerge, and establishes a baseline for benchmarking future SROI studies.

This analysis confirms that TCYS generates significant and measurable social value for taiohi aged 15–24, with an **SROI ratio of $11.65 : $1.00.** The organisation consistently delivers value well above the level of investment by equipping taiohi with identity, confidence, and readiness to engage in education, employment, and whānau life.

Relational practice is the cornerstone of TCYS. Sustained, trust-based relationships with Youth Workers create safe spaces where taiohi feel respected and supported, fostering stronger identity, higher self-esteem, and safer decision-making.

Pathways to independence are enabled through mentoring, group activities, kai provision, transport, and driver licensing support. These practical tools help taiohi re-engage in learning, achieve NCEA credits, and build confidence for employment readiness.

Community value flows beyond individuals, strengthening whānau wellbeing and contributing to safer communities. Reduced risky behaviour, stronger role-modelling, and ripple effects across families and peers demonstrate the broader impact of TCYS's work.

At the same time, **systemic gaps and challenges** threaten sustainability. Rural service shortages in health, housing, transport, and training, combined with restrictive MSD compliance frameworks, create barriers for taiohi.

Short-term funding cycles and reliance on unpaid staff hours place pressure on workforce wellbeing, while limited outcome data risks under-representing achievements to funders.

Despite systemic barriers, TCYS plays a pivotal connector role in a district with scarce youth-focused services, breaking cycles of disadvantage and offering genuine pathways to independence. To sustain and scale this impact, TCYS would benefit from embedding consistent outcome tracking, adopting accessible data tools aligned with Māori data sovereignty principles, and strengthening succession planning and local funder relationships.

The most important outcomes identified in this study are:

- Strengthened sense of identity
- Develops skills to make better life choices
- Achieves educational goals
- Gains employment
- Improved ability to be a parent
- Reduced offending

The Taiohi Outcomes Survey asked taiohi to select the one outcome that mattered most to them, providing an indication of which changes are most salient in their lives. The most common was 'Develops skills to make better life choices' (35%), followed by 'Gains employment' (22%) and 'Achieves educational goals' (18%). Smaller proportions selected 'Strengthened sense of identity' (15%), 'Reduced offending' (5%), and 'Improved parenting ability' (5%). For the parenting outcome, this 5% weighting reflects the proportion of the *entire* sample who selected it, even though only five survey respondents were eligible; this ensures that outcome weightings remain proportional while acknowledging the true value of this outcome (as rated by YPP participants) is 60% (3 out of 5 taiohi).

Regression analyses tested whether age, gender, programme type, or engagement length influenced how deeply taiohi experienced each outcome. Across all six outcomes, age and gender showed no significant effects, indicating that improvements were experienced consistently across demographic groups. Length of engagement at TCYS was a significant predictor only for 'Strengthened sense of identity': taiohi engaged for 2+ years reported significantly deeper identity gains than those engaged for 1–2 years ($p = 0.047$). This reinforces the value of sustained relational engagement for identity development. For all other outcomes, engagement length did not reach statistical significance, suggesting that improvements in outcomes 2-6 may be influenced more by external factors (labour markets, caregiving demands, etc.) than by the length of time at

TCYS alone. While some variation was observed across programmes, particularly for taiohi involved in multiple services, the sample was too small to draw conclusive or generalisable statistical comparisons. Even so, the quantitative analyses highlighted where outcome depth varied and where subgroup considerations may be relevant, while still confirming that TCYS delivers meaningful and consistent benefits across a diverse range of taiohi.

Understanding the value of youth work

The regression findings reinforce a core principle in youth development: identity formation requires time, trust, and sustained relational practice. Taiohi who stayed with TCYS for two or more years, experienced significantly deeper gains in identity and confidence. This aligns with national youth work literature, such as Harrington's *History of Youth Work in Aotearoa New Zealand* (2025), which highlights that transformative youth work depends on durable, authentic relationships that allow young people to explore selfhood and experience unconditional positive regard. These results confirm that youth work is not transactional but a long-term relational craft. Identity was the one outcome that consistently deepened with longer engagement, highlighting the distinctive value of the TCYS model: sustained mentoring provides the safety, mana enhancement, and wairua support that help taiohi understand who they are and who they can become.

11.2 Using the Results

The results of this analysis provide a platform for informed organisational decision-making, funder engagement, and sector advocacy. They clarify where TCYS creates the most significant value and highlight opportunities for learning and improvement.

Programme management: Findings help TCYS refine resource allocation, strengthen the activities that produce the most value, and embed continuous monitoring to inform programme design.

Funder engagement: The SROI framework translates lived experiences into robust evidence, making it easier to demonstrate value to funders and support long-term investment.

Scaling and adaptation: The Theory of Change and valuation framework can be shared with peers in rural and Māori youth development contexts, amplifying collective learning.

Sector advocacy: The analysis evidences the preventative, long-term impact of Youth Work - sustaining education engagement, improving employment attainment, and

reducing justice system involvement, reinforcing the case for consistent, multi-year, high-trust funding.

11.3 Opportunities for Improvement and Learning

In line with **Principle 8, Be responsive** and to showcase the important mahi that TCYS undertakes in a demonstrable, easy to access manner for any future SROIs, we recommend strengthening the evidence base of outcomes by adopting the following practices:

- Develop a consistent framework for collecting outcome data across programmes, including both short- and long-term impacts.
- It is recommended that TCYS embed pre and post-programme surveys across all services to consistently measure outcomes like identity, safety, and reduced risky behaviour. This would improve comparability across programmes and provide stronger evidence of social value.
- Keep track of incoming and outgoing participants, their demographics and any programme overlap they have. Investigate if this can be automated.
- Build internal capacity to analyse and report outcomes in a way that aligns with funder requirements and sector benchmarks.
- Consider adopting a standardised database system to streamline reporting and provide real-time evidence of progress.
- Use follow-up contact with former participants to demonstrate sustained change over time. The ability to demonstrate sustained employment years after contact with TCYS, will be beneficial in securing existing and new funding sources.

11.4 Opportunities for future research

While this SROI study provides a robust and credible estimate of the social value generated by TCYS for taiohi aged 15 and over, there are significant opportunities for future research to deepen understanding of the organisation's wider communal impact. One key limitation of the current study is its focus on a subset of the broader TCYS client population. Future evaluations should aim to include 100% of the taiohi cohort, including younger participants and children who engage in early-intervention and preventative programmes. Many of the most profound long-term benefits such as strengthened identity, increased safety, early skill development, and reduced risk behaviour are likely to emerge during these earlier years but remain unmeasured in the present analysis due to scope, data and time constraints.

Another opportunity lies in capturing value beyond individual taiohi outcomes by fully incorporating the perspectives and experiences of external stakeholders. TCYS operates within a community-based model, meaning that benefits often ripple outward to whānau and wider community members. Future research could systematically engage whānau, mapping improvements in stress reduction, intergenerational relationships, and collective wellbeing. Similarly, employers who hire TCYS-supported taiohi may experience reductions in recruitment costs, improved retention, and increased productivity - dimensions that were not included in this SROI but have real economic significance.

There is also a strong opportunity to measure the broader, community-level impact, including increased feelings of safety, reduced anti-social behaviour, and strengthened social cohesion in Dannevirke and surrounding areas. This would require mixed-methods research that integrates community surveys, police and schooling data, employer feedback, and longitudinal tracking. Finally, future SROIs could incorporate more long-term outcome measurement, particularly examining the persistence of employment, education, and wellbeing gains over multiple years.

By widening the lens to include younger children, whānau, employers, and the broader community, future research can capture a more complete picture of the transformational value TCYS generates for Tāmaki-nui-a-Rua.

Closing Reflection

The findings show that youth work development, when resourced and sustained, creates transformative social and economic value. TCYS demonstrates how trusted relationships can reshape life trajectories for taiohi in rural Aotearoa. Youth Work is fundamental to strong communities. The social value of the relationship between a Youth Worker and a taiohi cannot be overstated - it's often a lifeline. When a youth development organisation's funding is cut, it's taiohi who feel the impact most immediately and most deeply. By supporting youth development organisations to better understand and communicate their impact, we hope to protect and strengthen these critical relationships. Similarly, ensuring the mahi of TCYS is recognised and resourced will be critical to enabling its impact for generations to come.

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Appendices

Appendix A. Glossary

Te Reo Māori Terms

This glossary provides simplified explanations relevant to the context of this research, with Māori terms drawn from Te Aka Māori Dictionary[19]. These translations are intended to support international readers, while acknowledging that each term carries rich, cultural, historical, and philosophical layers which are best understood through deeper engagement.

Word / Phrase	Simplified Meaning / Translation
Aotearoa	New Zealand.
Ara Taiohi	Youth pathway; also the name of the national peak body for youth development in Aotearoa.
Hui	Gathering, meeting, assembly.
Iwi	A tribe, large kinship group, or people descended from a common ancestor; typically associated with a distinct region.
Kai	Food.
Kapahaka	A traditional Māori performing art that combines waiata (song), haka (dance), poi, and rhythmic movement to express stories, identity, and cultural pride as a group.
Karakia	A traditional spoken chant, blessing, or prayer
Kaupapa	Purpose, programme, agenda, subject, initiative, policy.
Kōrero	Speech, narrative, story, news, account, discussion, conversation, discourse, statement, information.
Mahi	Work, operation, activity, function.
Mana	Ara Taiohi (2020)[20] provides the most applicable description for how we consider Mana in the context of this youth-focused analysis: *"Mana is the authority we inherit at birth and we accrue over our lifetime. It determines the right of a young person to have agency in their lives and the decisions that affect them. Enhancing the mana of young people means recognising what is right with them, as well as the reality of their*

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[19] Te Aka Māori Dictionary definitions accessed via maoridictionary.co.nz.
[20] Ara Taiohi. (2020). Code of Ethics for Youth Work in Aotearoa New Zealand.

	world. Young people are supported to have a voice, work to their strengths and step into leadership".
Manaakitanga	Hospitality, kindness, care for others.
Marae	The open courtyard in front of a Māori meeting house, used for formal gatherings and discussions. Often refers to the entire complex of buildings and grounds belonging to a tribe, sub-tribe, or family. It is a central place for Māori social, cultural, and spiritual life.
Pepeha	Words or formulaic expression, often a tribal saying or proverb, used to introduce oneself and express connections to people, land, and ancestry in Māori culture. It is a structured oral recitation that encapsulates identity, whakapapa (genealogy), and tribal affiliation, commonly shared during formal greetings or introductions.
Rangatahi / Taiohi	Youth, young person.
Tāmaki-nui-a-Rua	The Māori name for the Tararua District, referring to the broader region that includes Dannevirke and surrounding communities. The name is often translated as "the great Tāmaki of the two" and reflects the district's deep Māori heritage and whakapapa connections.
Tikanga	Custom, correct procedure, protocol - the customary system of values and practices that have developed over time and are deeply embedded in the social context.
Wairua	The spirit or soul of a person, a non-physical essence that exists beyond the body and continues after death. It can also describe the overall mood, feeling, or essential nature of a person, place, or situation.
Whānau	Family/extended family.
Whanaungatanga	Building relationships, kinship and connection between people.
Te Tiriti o Waitangi	The Treaty of Waitangi.

Social Return on Investment (SROI) Terms

The terms and definitions included in the following glossary have been sourced from the SVI Glossary 2.0 published October 2023[21].

Term	Definition
Attribution	An assessment of how much of the outcome depth was caused by the contribution of different organisations or people.
Cost allocation	The allocation of costs or expenditure to activities related to a given programme, product or business.

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[21] SVI+Glossary+2.0

Counterfactual / Deadweight	A measure of the amount of outcome that would have happened even if the activity had not taken place. For example, there is often the chance the people could have experienced the same changes by working with another organisation, or even without the support from anyone
Depth	The amount of change in an Outcome experienced by people affected between two points in time. An indicator is required to measure two different Outcome Levels.
Discounting	The process by which future financial costs and benefits are recalculated to present-day values.
Discount rate	The interest rate used to discount future costs and benefits to a present value.
Displacement	An assessment of how much of the outcome has displaced other outcomes. For example, if our activities prevent people experiencing the same changes somewhere else we should take account of this.
Drop off	The rate of decline in the Outcome Depth over time. The rate is expressed as a percentage in relation to the Outcome Duration.
Duration	The length of time that a person affected continually experiences the Outcome Depth.
Monetary Valuation / Financial proxy	A monetary representation of the value of an outcome.
Impact	The amount of change in an outcome attributed to an activity. This requires an estimation of how much change is contributed by others and/or would have happened anyway (counterfactual).
Indicator	Metrics, instruments or tools that capture changes in an Outcome to determine Outcome Depth.
Inputs	The financial and non-financial resources required to deliver the activities. Inputs may be owned by the organization or by those it is dependent upon.
Materiality	Information is material if its omission has the potential to affect the readers' decisions. For the purpose of optimising social value, material information is all relevant and significant impacts on wellbeing. Relevance is determined by the organisation's policy, needs of people affected, existing social norms and financial consequences. Significance is determined by outcome depth, scale, value and causality.
Net present value	The value in today's currency of money that is expected in the future minus the investment required to generate the activity
Net social return ratio	Net present value of the impact divided by total investment.
Outcome	Change(s) people experience as a result of an activity.
Outputs	The summary of activities in numbers.
Ranking	Putting outcomes in order of importance from lowest to highest, from the perspective of the stakeholders experiencing the changes. Ranking can be considered a form of equal weighting.
Scope	The activities, timescale, boundaries and type of account or analysis.

Sensitivity analysis	Process by which the sensitivity of an SROI model to changes in different variables is assessed.
Social return ratio	Total present value of the impact divided by total investment.
Social Value	The importance people place on different aspects of their wellbeing and the changes they experience (in these aspects of wellbeing).
Stakeholders / People Affected	People who experience impact. *Guide to SROI definition:* People, organisations or entities that experience change, whether positive or negative, as a result of the activity that is being analysed.
Valuation	An approach, process or methodology that assesses relative importance of outcomes to people affected. Valuations can be monetary or non-monetary.
Weighting	Giving outcomes a weighting (e.g. on a scale of 1 to 10) to allow comparisons to be made about relative importance. For example, an outcome with a weighting of 6 out of 10 would be considered three times as important as an outcome with a weighting of 2 out of 10.
Well Defined Outcome(s)	The specific aspect(s) of wellbeing that provide(s) the best opportunities to increase or decrease overall state of wellbeing. These should be identified and defined with the people affected.

Appendix B. Stakeholder Mapping

Table 13. TCYS Stakeholders

Stakeholder Group	How They Affect / Are Affected by the Activity	How Many?
Primary (those directly/indirectly affected)		
Taiohi	As primary stakeholders, taiohi are directly affected by the NEET, YP, and YPP programmes through access to personalised, wraparound support that helps them re-engage with education, build life skills, and pursue long-term goals. These programmes provide taiohi with trusted relationships, practical tools, and stability—enabling them to overcome barriers such as financial insecurities and general disconnection from mainstream services.	89
The New Zealand government including the local	The New Zealand government benefits from several outcomes as outlined in Table 7. Below is a summary: **Develops skills to make better life choices** This generates fiscal benefits for the New Zealand government by reducing acute harm and, in turn, lowering publicly funded health	1 Govt Taiohi: 60

Stakeholder Group	How They Affect / Are Affected by the Activity	How Many?
government (inclusive of the regional justice system)	system costs. **Gains employment** This generates fiscal benefits for the New Zealand government, as avoiding Jobseeker benefit payments represents a direct saving valued through the CBAx estimate. **Reduced offending** This generates fiscal benefits for the New Zealand government, as reduced offending avoids the need for early justice system responses such as warnings or Police Youth Aid referrals, thereby lowering justice sector costs.	32 89
Whānau	Some whānau members may be affected through improved relationships, reduced stress, and increased support for their taiohi's development. More importantly, they would be able to give an account of how TCYS helped their taiohi navigate life's challenges.	100+
Secondary (those who help deliver the service/activity)		
TCYS Staff, Board Members and Volunteers	TCYS staff, board members, and volunteers are affected through their hands-on role in supporting taiohi, often going beyond their official duties to build trusted relationships and sustain service delivery.	12
Tertiary (external support / collaborators)		
Education Providers	**YMCA** – Longstanding partner (10 years), ensuring taiohi in the region have clear pathways to education. **Tararua REAP** – Collaborates with TCYS on the Backroom Services project and provides secretarial support to the board. **Industry Training Solutions** – Works with TCYS to deliver training plans and workshops, creating local education pathways where few alternatives exist. **BHB Academy** – Provides vocational training opportunities in partnership with TCYS, filling a gap in rural education provision. **Praxis** – Trains TCYS Youth Workers to deliver NCEA credits, expanding education opportunities for taiohi. **Careerforce** – Supports Youth Work training and assessor	6

Stakeholder Group	How They Affect / Are Affected by the Activity	How Many?
	development, strengthening the quality and capacity of the local Youth Workforce.	
Budget support	**Tararua REAP** - contracted to provide budget support	1
Funders/donors/ in-kind contributions	**Government funders** **Oranga Tamariki** – Funds TCYS holiday programmes, one-on-one support, and mentoring for vulnerable taiohi , with service accreditation required. **MSD** – Funds Youth Service programmes (NEET and YP/YPP), requiring TCYS to meet and maintain accreditation standards. **Ministry of Education (MoE)**– Invests in education pathways and opportunities for taiohi who have disengaged from school. **Think Hauora** – Provides funding for TCYS to deliver tailored health and wellbeing services for taiohi . **MYD** – Funds youth development programmes and initiatives that strengthen youth participation and capability. **New Zealand Transport Authority - (NZTA)** - provides free services in the driver licensing and vehicle testing space **Philanthropic and business donors** **Eastern and Central Communities Trust (ECCT)** – Funds the *Guys 4 Guys* mentoring programme. **Lions Club** – Provides funding to support kai. **Fonterra** – Provides monetary support and food for kai initiatives. **Lotteries** – Contributes through monetary donations. **COGS** – Provides funding through community grants. **Just Zilch** – Donates free kai weekly for distribution. **Fonterra Co-operative** – Supplies breakfast in schools.	6 13

Stakeholder Group	How They Affect / Are Affected by the Activity	How Many?
	BP Dannevirke / Kiwi Harvest – Donate kai three times a week, linked to specific TCYS programmes. **Wellington Regional Youth Worker Trust (WYT)** – Provides free, high-quality Youth Worker training. **Dannevirke Golf Club** – Offers free youth memberships to encourage participation and learning. **Dannevirke Community Op Shop** – Donates gifts, clothing, and furniture to taiohi and staff in need. **Red Cross** – Provides donations of gifts, clothing, and furniture for taiohi and staff. **Lions Den** – Donates furniture to support taiohi and TCYS.	
Community groups (non financial or in-kind donors)	**Iwi groups in the region** Rangitāne Ngāti Kahungunu	2

Appendix C. Stakeholder Inclusion and Exclusion Rationale

The process for Establishing the Scope - rationale for inclusion

To establish the scope, Hands for Impact requested a pre-scoping questionnaire (see below) to be completed via Google Forms to help gather background information on the organisation and define the purpose of the analysis and scope of activities. It also gave the organisation an opportunity to share any relevant documents to support the analysis.

Hands for Impact™: Establishing Scope Questionnaire

Establishing the scope is the first step of an SROI analysis - it defines what you want to achieve, why it matters, and what resources are available.

During our Establishing Scope Hui, we will work with you to answer key questions to define the scope of your organisation's SROI analysis. To make the most of our session, we encourage you to answer the questions in advance. However, if anything is unclear or you prefer to discuss them verbally, simply note' To discuss in hui', and we will address it together.

Questionnaire Response Table

Scoping Question	Response
Section 1: Organisational Information	
1. Organisation name	
2. Key contact (name & contact details)	
3. Additional contacts (name/role/contact details) Please provide details of any other team members in your organisation who may support this mahi and assist in completing the SROI analysis.	
Section 2: Analysis Purpose	
4. What is the main goal of this analysis? What is driving your decision to begin this process now? Are there specific motivations, such as strategic planning, funding requirements, or other organisational priorities?	
5. Who will use or benefit from this analysis, and how will the findings be communicated?	
6. What time period will this SROI analysis cover? You may have a specific programme you want the analysis to cover (e.g., a 6-month employment course) or a financial reporting	

period. This depends on your organisation's goals or funder requirements. Please specify the period you want to assess.	

Section 3: Background Information

Having a clear understanding of your organisation's activities, goals, and the scale of the issues it seeks to address is essential for defining the scope.

7. What are your organisation's aims and objectives?	
8. How do your organisation's activities lead to meaningful change/impact (i.e., Theory of Change)? Please upload any relevant documents in the **File Upload** section at the end of the questionnaire.	

Section 4: Scope of Activities

Setting clear boundaries for the activities included in the analysis is crucial to ensure alignment with your organisation's goals and priorities while maintaining a balance between the depth and feasibility of our study.

9. What activities will this analysis focus on? Are there specific programmes that you want to focus on? These could be linked to your organisation's strategic goals, funding requirements, or key priorities.	
10. Who are the primary stakeholders (i.e., youth) that this analysis will focus on? Consider the number of stakeholders your organisation serves, available demographic data (age, gender, ethnicity, priority needs), priority age range, type of engagement (e.g., intensive vs. drop-in), and average duration of engagement.	
11. What financial and staffing resources influence your organisation's capacity to support your primary stakeholders?	

Consider the number of paid staff and volunteers, estimated stakeholder engagement based on the current budget, staffing limitations affecting service delivery, programs at risk due to funding instability, and any additional resources or funding needs.	
12. What partnerships or external organisations contribute to your work, and how do they influence your organisation's impact? Consider the number of partner organisations, their roles in service delivery, and any other external contributions.	
Section 5: Additional Information	
13. Does your organisation have a youth protection/disclosure policy? If yes, please upload a copy in the **File Upload** section below or inform us, as it helps guide our ethical approach to youth engagement.	
File Upload Please upload any additional information/relevant documents that could further support our mahi. For example, annual reports, funding/grant applications, theory of change models, impact evaluations, participant surveys/testimonials etc.	

Scoping and Planning

A Scoping and Planning hui with the General Manager of TCYS was held to confirm the evaluation scope and next steps. We reviewed the timeline, identified key stakeholders, verified contact details and discussed each TCYS programme with the youth workers responsible. Through professional judgement and collective discussion, TCYS and the evaluators agreed that the most significant changes for taiohi occur once they have been engaged with TCYS for some time, generally from age 15. The scope was therefore set to focus on programmes that primarily serve taiohi aged 15 and over, including NEET, YP and YPP. The Guys 4 Guys Mentoring Programme was also included because older participants often progress into leadership roles across other services such as the School Holiday Programme. The proposed scope was reviewed and endorsed by the Hands for Impact mentor and TCYS management.

In line with SROI Assurance Criteria 1.2.4, this report explains why some stakeholder groups, particularly taiohi under 15, were not directly involved in defining outcomes. TCYS and the evaluators agreed that meaningful and measurable outcomes occur once taiohi reach about 15, when changes are more stable and can be monetised. The evaluation therefore focused on groups for whom outcome change could be reliably assessed. Younger taiohi were not included as a direct stakeholder group because the changes they experience are less consistent and fall outside the agreed scope of material change for this SROI.

To ensure that perspectives relevant to younger taiohi were still represented, the Guys 4 Guys programme was included. Older participants in this programme engage across multiple services and provided insights that reflect a developmental pathway beginning earlier but becoming measurable from 15 onward. The final scope was endorsed by the Hands for Impact mentor and TCYS management, confirming that the stakeholder groups included were those most materially affected and best positioned to describe the changes measured. Table 14 summarises the key decisions made.

Table 14. Stakeholder inclusion and exclusion rationale

Stakeholder Group	Included/ Excluded?	Rationale
Taiohi	Included	Taiohi are the primary users of youth development services, making them the most material stakeholder in the SROI, as their outcomes such as increased confidence, and re-engagement in education directly reflect the value created. This is included in the Theory of Change, the Value Map and the qualitative narration of the report.
Whānau	Excluded	Interviews with whānau complemented taiohi engagement and contributed to the Theory of Change and narrative insights. However, whānau outcomes were not monetised, as they sit outside the core scope of this taiohi-focused SROI and could introduce methodological uncertainty around attribution and materiality. In addition, the small number of caregivers who participated was insufficient to justify expanding the valuation scope.
TCYS Staff, Board members and volunteers (some with dual roles)	Included in the narration, but excluded in the valuation	Interviews with TCYS staff and board members (some of whom are ex-taiohi) informed the Theory of Change and supported the case for a forecasting approach. However, their outcomes were not monetised, as they fall outside the core focus on taiohi and including them would risk scope creep and reduce methodological clarity.

Stakeholder Group	Included/ Excluded?	Rationale
External stakeholders - education providers, budget support, funders and community groups	Excluded	External stakeholders provided valuable background material for the operational aspects of TCYS as well as confirming the outcomes for Taiohi. While their involvement contributes to shared outcomes, these have not been monetised to maintain the integrity and focus of the analysis on taiohi, and to avoid methodological limitations related to attribution, overlap, and diffuse impact[22].
In-kind donors	Excluded	The outcomes for in-kind donors are irrelevant for the purpose of this SROI. While they benefit from enhanced local impact and social value alignment, their outcomes are indirect and have not been monetised.
The government of Aotearoa New Zealand, including local government	Included	While no government organisations needed to be consulted to complete this SROI, the government of Aotearoa New Zealand is considered a material stakeholder who benefits from the work of TCYS in the area of safe communities. This is illustrated in the Theory of Change and this outcome is valued in the Value Map. Further, the selection of proxies was informed by evidence drawn from several government reports.

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[22] Diffuse impact refers to outcomes that are spread across multiple influences, making it difficult to clearly attribute change to a single programme or stakeholder. In SROI, these impacts are often indirect or shared across systems such as improved community engagement - which weakens the ability to assign a reliable financial value. For this reason, diffuse impacts are noted but not monetised to maintain methodological rigour.

Table 15. Primary data gathering

Programme or Service/ Group	Focus Groups (number of participants)	Survey respondents	Youth Worker Interviews	Caregiver Interviews	Total cumulative participants engaged/ programme (within scope)
NEET (15-24)	4 (including 2 former members)	36	1	1	42
YP (16+)	0	3	1	0	4
YPP (16+)	0	5	1	0	6
Guys 4 Guys mentoring (15-24)	10 (including 1 former member, 5 out of scope)	7	2	0	19
Combination of multiples programmes	0	9 (3 out of scope)	0	3	12

While one to one interviews were conducted by several taiohi on the days of fieldwork, unfortunately none of them were in the programmes within this SROI. However, the information in the focus groups and the survey fully captures their voice.

To avoid double counting, survey respondents in multiple programme pathways are excluded in this table. The cumulative total figure includes taiohi who participated in both focus groups and in the survey, which is intentional as they offer two separate data sources.

Appendix D. Stakeholder Interview Guides

Table 16: Interview / focus group guide for primary stakeholder engagement

Interview / Focus Group Sections	Questions
Background / Relationship to TCYS	- Can you tell me a little about yourself (e.g., role, age, how long you've been involved)? - How did you first come into contact with TCYS? - What programmes or services have you been involved in?
Experience of the Programme	- What support or opportunities did you receive from TCYS? - How would you describe your experience with TCYS? - What stood out most to you about their way of working?
Changes Experienced (Outcomes)	- Have you noticed any changes in your life since engaging with TCYS? - Prompts: Confidence, relationships, mental health, education/employment, decision-making - Which of these changes feel most significant or lasting? - Were there any unexpected or negative changes?
Contribution / Counterfactual	- To what extent do you think these changes happened because of TCYS? - What else (if anything) contributed? - Do you think these changes would have happened anyway, without TCYS?
Duration	How long do you think these changes will last?
Depth of Support / Engagement	- How often were you involved with TCYS? - Was there a particular person, event, or programme that had a big impact on you?
Looking Forward	- What do you think would help other taiohi like you? - What does the future look like for you now?
Closing Questions	Is there anything else you'd like to share about your experience?

Table 17. Interview guide for secondary stakeholder engagement

Interview / Focus Group Sections	Questions
Background and Motivation	- Would you like to tell me a bit about yourself – background/skillset? - Why did you become a youth worker? - What are the rewards and the biggest challenges?
Understanding Taiohi Needs and Engagement	- What are the key needs and challenges facing taiohi and their whānau in your community? - How do taiohi typically connect with TCYS (e.g., self-referral, family, school, justice, other services)? - What proportion of the local taiohi population does TCYS serve and are there barriers to access?
Programme Delivery	- Can you tell us about the programme(s) you are involved with? - How is the programme designed and delivered? - Who are the typical taiohi involved (age, background, vulnerabilities)? - How do you define success? - Do some taiohi not complete the programme? If so, why?
Observed Outcomes and Impact	- What outcomes have you observed for taiohi and their whānau through participation? - Were these outcomes positive/negative, intended/unintended? - In your view, what long-term value is created by these programmes? - How do you know if change is happening after the programme ends (feedback, stories, signs)? - If [org] didn't exist, who (if anyone) would support these taiohi? (deadweight) - Where do you see opportunities or investment needed to create more value?
SROI-Specific Questions	- What's the most important change, and why? - Do you think any of these changes would have happened without TCYS? - Who else contributed to these changes? - Are there unintended effects on others outside the programme (displacement)? - How long do these changes last (duration)? - Have you heard from past participants, and what are they up to now?

Appendix E. Evidencing Outcomes

Table 18. Quantity and Duration

Outcome	Quantity (how many people experience this change?)	Duration and Rationale (how long is the change expected to last?)
Outcome 1: Strengthened sense of identity	60 (Survey respondents)	Strengthened sense of identity and confidence are expected to persist for approximately **3 years** as on average (as most taiohi from the 2024/05 cohort will be connected to TCYS for another 3+ years. Also, most TCYS taiohi would have contact with someone from TCYS during even if they leave Dannevirke. International evidence from IYF Passport to Success, (George Mason University, 2021) (a programme that targets young people from South Africa and Mexico who face barriers to education and employment), cite a 3-5 year duration for most outcomes based on survey findings. **Source:** Associate judgement and secondary sources of evidence.
Outcome 2: Develops skills to make better life choices	60 (Survey respondents)	Behavioural changes such as reducing risky behaviour are expected to persist for approximately **3 years** if taiohi remain engaged at TCYS and approximately **1 year** if they exit (depending on their age and life stage). Sometimes this skill can last a lifetime, but this SROI assumes conservative estimates. Evidence from the Social Wellbeing Agency youth service review (2022), Oranga Tamariki evaluations, and The Independent Children's Monitor, Aroturuki Tamariki oversight reports consistently highlight that these gains require sustained reinforcement to last. **Source:** Associate judgement.
Outcome 3: Achieves educational goals	45 (confirmed through 2024/25 administration data)	Assuming taiohi continue to pursue the educational goals they wish to achieve—potentially beyond NCEA—these gains may be lifelong. However, to remain conservative, a duration of **3 years** is applied. This reflects both the expected time

		the 2024/25 cohort will remain engaged at TCYS, (engaged in alternative education), and international estimates (from IYF Passport to Success, George Mason University, 2021) of how long programme-related educational impacts are sustained. While qualifications themselves are permanent once earned, the 3 year duration captures the realistic period in which programme support and motivation are most influential. **Source:** Associate judgement and secondary sources of evidence.
Outcome 4: Gains employment	32 (confirmed through 2024/25 administration data)	Employment among rural youth is typically less stable, with many moving between seasonal, part-time, or casual roles before securing longer-term pathways. Further, Treasury's Evaluation of the Youth Service: NEET Programme (2017) found that while initial employment retention was observed, there were no long-term employment gains 18–24 months post-intervention. Therefore, a duration of **2 years** is estimated. **Source:** Associate judgement and secondary sources of evidence.
Outcome 5: Improved ability to be a parent	8 (Applicable to all taiohi in YPP - confirmed through the YPP youth worker)	The parenting programmes offered to taiohi on YPP focus on the first year of development, therefore an estimate of **1 year** is made. Parenting support needs are ongoing. **Source:** Associate judgement.
Outcome 6: Reduced offending	89 (applicable to all taiohi within the SROI scope of 2024/25)	Similar to Outcome 2, not offending and reducing risky behaviour are expected to persist for approximately **3 years** if taiohi remain engaged at TCYS and approximately **1 year** if they exit (depending on their age and life stage). Further, Ministry of Justice data (2015–2024) confirms that youth offending is very low or non-existent in Dannevirke, compared with much higher rates in Palmerston North, Levin, and Masterton, attributing most of these results to TCYS over alternative policing strategies which there is no evidence of. **Source:** Associate judgement.

Appendix F. Taiohi Outcomes Survey

Kia ora e hoa!

Thanks for taking a few minutes to share your thoughts about TCYS. There are no right or wrong answers — just your honest experiences. Your responses will remain confidential and will help us strengthen our findings to better reflect the mahi undertaken by TCYS.

Ngā mihi nui for your time 💛

Marie Nissanka, Hands for Impact

Section A: About You

1. How old are you? (Short answer)
2. Gender identity (Multiple choice, allow "Other")
    - Male

    - Female

    - Non-binary

    - Prefer not to say

    - Other: _____

3. Ethnicity (Tick all that apply – multiple choice grid)
    - Māori

    - Pasifika

    - Pākehā / NZ European

    - Asian

    - Other: ___

4. How long have you been involved with TCYS? (Multiple choice)
    - Less than 6 months

    - 6–12 months

    - 1–2 years

    - 2+ years

5. Which TCYS programme(s) have you been part of in the past year? (Tick all that apply)

- ○ NEET Service

- ○ Youth Payment (YP)

- ○ Young Parent Payment (YPP)

- ○ Guys 4 Guys

- ○ Other (please specify)

Section B: Your Experience at TCYS

6. For each of the statements below, please tell us how much things have changed for you since being part of TCYS.

Scale:

- **1 = No change** – Nothing has really changed for me.

- **2 = A little change** – A small difference, but not much.

- **3 = Some change** – I've noticed improvements, but not in every area.

- **4 = Quite a lot of change** – Things have improved a lot for me.

- **5 = A very big change** – Things are totally different in a really positive way.

Statements:

- I feel a stronger sense of identity and confidence.

- I have developed skills to make better life choices.

- I am more engaged in education or training (e.g. NCEA credits, study).

- I have gained or am more ready for employment.

- *(For young parents only)* I feel more confident in my parenting ability.

- I am less likely to get involved in offending or risky behaviour.

7. Please rank the top 3 outcomes in order of importance for you

Section C: Open Questions

8. What is the most important change you have experienced because of TCYS?

9. Do you go to any other place for support?

10. What would make TCYS more helpful for you?

Appendix G. Statistical Tables and Explanations

Table 19. Demographics of survey respondents

	Level	Count	Total	Proportion
Age	15	6	60	0.100
	16	9	60	0.150
	17	14	60	0.233
	18	16	60	0.267
	19	12	60	0.200
	20	2	60	0.033
	21	1	60	0.017
Gender	Male	24	60	0.400
	Female	33	60	0.550
	Non-binary	2	60	0.033
	Prefer not to say	1	60	0.017

Identity	Māori	35	60	0.583
	Māori, Pacific Islander	2	60	0.033
	Māori, Pākehā / NZ European	8	60	0.133
	Pākehā / NZ European	12	60	0.200
	Pacific Islander	2	60	0.033
	Māori, Pacific Islander, Pākehā / NZ European	1	60	0.017
Length at TCYS	2+ years	30	60	0.500
	1-2 years	18	60	0.300
	6–12 months	12	60	0.200
Programme	Guys 4 Guys Mentoring Programme	7	60	0.117
	Not in Education or Employment (NEET) Service	36	60	0.600
	Not in Education or Employment (NEET) Service, Guys 4 Guys Mentoring Programme	2	60	0.033

Youth Payment (YP) Service	3	60	0.050
Not in Education or Employment (NEET) Service, Holiday programmes	4	60	0.067
Not in Education or Employment (NEET) Service, Youth Justice	1	60	0.017
Young Parent Payment (YPP) Service	5	60	0.083
Youth Payment (YP) Service, Not in Education or Employment (NEET) Service	1	60	0.017
Youth Payment (YP) Service, Not in Education or Employment (NEET) Service, Guys 4 Guys Mentoring Programme	1	60	0.017

Note. H_a is proportion $\neq$ 0.5

Table 19 indicates that as expected, to fit within the scope of the study, the age profile of respondents is strongly concentrated in the mid-teen to late-teen years. The largest groups were 17-year-olds (23.3%) and 18-year-olds (26.7%), followed by 19-year-olds (20%) and 16-year-olds (15%). Smaller proportions were aged 15 (10%), 20 (3.3%), and 21 (1.7%). Gender was more evenly distributed. Females made up 55% of respondents and males 40%. A small number of taiohi identified as non-binary (3.3%) or preferred not to say (1.7%). Most respondents identified as Māori (58.3%), with smaller groups identifying as Pākehā/NZ European (20%), Māori–Pākehā (13.3%), Pacific (3.3%), and mixed Māori–Pacific identities.

Half of respondents (50%) had been with TCYS for 2+ years, reflecting strong long-term engagement. Another 30% had been involved for 1–2 years, and 20% for 6–12 months, This shows that most taiohi engage with TCYS over multiple years, supporting the organisation's long-term relational model. Across the survey sample, the NEET service accounted for the largest share of programme engagement. Sixty percent (60%) of

respondents were enrolled in NEET on its own, making it the most common single-service pathway. When combined-service participants are included, the proportion of taiohi involved in NEET rises to 75% overall. Several taiohi participated in NEET alongside other forms of support. 3.3% were involved in both NEET and Guys 4 Guys, and 6.7% were engaged in NEET plus Holiday Programmes. Smaller proportions were part of higher-complexity pathways: 1.7% were in NEET with Youth Justice, 1.7% in NEET with Youth Payment (YP), and 1.7% were engaged in a triple combination of NEET, YP, and Guys 4 Guys. These patterns illustrate that many taiohi receive layered support across multiple services depending on their needs.

Table 20. Material Outcomes (ranked by Taiohi)

	Level	Count	Total	Proportion
Material outcome	I am less likely to get involved in offending or risky behaviour.	3	60	0.050
	I have developed skills to make better life choices.	21	60	0.350
	I feel a stronger sense of identity and confidence.	9	60	0.150
	I am more engaged in education or training (e.g. NCEA credits, study).	11	60	0.183
	I have gained or am more ready for employment.	13	60	0.217
	(For young parents only) I feel more confident in my parenting ability.	3	60	0.050

Note. H_a is proportion $\neq 0.5$

The Ranking and Weighting of Outcomes

The ranking and weighting of outcomes were derived from the Outcomes Survey completed by 60 taiohi who fell within the evaluation scope. Their responses identified which changes mattered most to them, allowing each outcome to be weighted according to the proportion of taiohi who selected it as their most important change.

1. **Develops skills to make better life choices:** This outcome had the highest proportion (35%) indicates a substantial minority of taiohi see improved decision-making as their main change.

2. **Gains employment:** Employment readiness (13 out of 60; 22%) indicates a moderate subset of taiohi experience employment-related gains as their most important change. It should be noted that most survey respondents were from the NEET service (75%), reflecting the high value placed on this outcome.

3. **Achieves educational goals:** A total of 11 of 60 taiohi (18%) across varied programmes selected education as the most important change.

4. **Strengthened sense of identity:** A strengthened sense of identity is reported by 9 of 60 taiohi (15%) as their top outcome.

5. **Improved ability to be a parent:** Because only five taiohi are eligible for the parenting outcome, the correct incidence is calculated using the eligible group only: 3 out of 5 young parents (60%) selected this as their most important change. However, for weighting purposes, the proportion must reflect the priorities of the entire survey population. Therefore, the weighting is based on 3 out of 60 respondents (5%), ensuring that all outcome weightings remain proportional and sum to 100%. This approach avoids inflating the influence of a small subgroup while still valuing the outcome appropriately for those to whom it applies.

6. **Reduced offending**: Only 3 out of 60 taiohi (5%) selected this as their most important outcome.

Regression Tables

Table 21. Regression analysis of Outcome 1: Strengthened sense of identity

Model Coefficients - Strengthened Sense of Identity

Predictor	Estimate	SE	t	p
Intercept[a]	5.3409	0.299	17.865	<.001
Age:				
16 – 15	-0.2847	0.561	-0.507	0.615
17 – 15	-0.3628	0.614	-0.591	0.558
18 – 15	-0.1407	0.613	-0.230	0.820
19 – 15	-0.0988	0.621	-0.159	0.874
20 – 15	-0.3971	0.560	-0.709	0.483

21 – 15	0.1206	0.890	0.135	0.893
Gender:				
Female – Male	-0.2126	0.198	-1.075	0.289
Non-binary – Male	-0.9053	0.490	-1.848	0.072
Prefer not to say – Male	0.0644	0.596	0.108	0.914
Length at TCYS:				
1-2 years – 2+ years	-0.4261	0.208	-2.045	0.047
6–12 months – 2+ years	-0.1845	0.265	-0.696	0.491
Programme:				
Not in Education or Employment (NEET) Service – Guys 4 Guys Mentoring Programme	-0.2646	0.543	-0.487	0.629

Not in Education or Employment (NEET) Service, Guys 4 Guys Mentoring Programme – Guys 4 Guys Mentoring Programme	-0.1282	0.619	-0.207	0.837
Youth Payment (YP) Service – Guys 4 Guys Mentoring Programme	0.4878	0.697	0.700	0.488
Not in Education or Employment (NEET) Service, Holiday programmes – Guys 4 Guys Mentoring Programme	-0.6865	0.588	-1.168	0.250
Not in Education or Employment (NEET) Service, Youth Justice – Guys 4 Guys Mentoring Programme	-1.9438	0.682	-2.852	0.007
Young Parent Payment (YPP) Service – Guys 4 Guys Mentoring Programme	-1.2489	0.588	-2.123	0.040
Youth Payment (YP) Service, Not in Education or Employment (NEET) Service – Guys 4 Guys Mentoring Programme	-0.6034	0.836	-0.722	0.475
Youth Payment (YP) Service, Not in Education or Employment (NEET) Service, Guys 4 Guys Mentoring Programme – Guys 4 Guys Mentoring Programme	-0.2002	0.761	-0.263	0.794

[a] Represents reference level

Age was not a significant predictor (all p > .48), with very small effect sizes (e.g., 16 vs 15 years: Estimate = −0.28, p = .615). Gender also showed no significant differences (female vs male: Estimate = −0.21, p = .289; non-binary: Estimate = −0.91, p = .072).

Length of engagement was significant: taiohi engaged for 1–2 years reported weaker identity outcomes than those engaged for 2+ years (Estimate = −0.43, p = .047). Those engaged for 6–12 months showed no significant difference (p = .491). This indicates deeper identity gains with sustained engagement, warranting further exploration of the depth calculation at a subgroup level.

Table 22. Regression analysis of Outcome 2: Develops skills to make better life choices

Model Coefficients - Develops Skills to Make Better Life Choices

Predictor	imate	SE	t	p
Intercept[a]	5.0926	0.322	15.8314	< .001
Age:				
16 – 15	0.0432	0.604	0.0715	0.943
17 – 15	0.2594	0.661	0.3924	0.697
18 – 15	0.2561	0.660	0.3883	0.700

19 – 15	0.4374	0.668	0.6545	0.517
20 – 15	-0.2284	0.603	-0.3787	0.707
21 – 15	0.2701	0.958	0.2819	0.779

Gender:

Female – Male	0.1237	0.213	0.5812	0.564
Non-binary – Male	-0.2018	0.527	-0.3830	0.704
Prefer not to say – Male	0.3776	0.641	0.5886	0.559

Length at TCYS:

1-2 years – 2+ years	-0.3658	0.224	-1.6311	0.111
6–12 months – 2+ years	-0.1485	0.285	-0.5203	0.606

Programme:

Not in Education or Employment (NEET) Service – Guys 4 Guys Mentoring Programme	-0.7263	0.584	-1.2431	0.221
Not in Education or Employment (NEET) Service, Guys 4 Guys Mentoring Programme – Guys 4 Guys Mentoring Programme	-0.2423	0.666	-0.3637	0.718
Youth Payment (YP) Service – Guys 4 Guys Mentoring Programme	-0.2769	0.750	-0.3695	0.714
Not in Education or Employment (NEET) Service, Holiday programmes – Guys 4 Guys Mentoring Programme	-0.9566	0.632	-1.5127	0.138
Not in Education or Employment (NEET) Service, Youth Justice – Guys 4 Guys Mentoring Programme	-2.0678	0.733	-2.8192	0.007
Young Parent Payment (YPP) Service – Guys 4 Guys Mentoring Programme	-1.4863	0.633	-2.3485	0.024
Youth Payment (YP) Service, Not in Education or Employment (NEET) Service – Guys 4 Guys Mentoring Programme	-1.2880	0.900	-1.4315	0.160

Youth Payment (YP) Service, Not in Education or Employment (NEET) Service, Guys 4 Guys Mentoring Programme – Guys 4 Guys Mentoring Programme	-0.3487	0.819	-0.4259	0.672

a Represents reference level

Age was not a significant predictor of improved decision-making (all p > .51). Effect sizes were minimal, for example 16 vs 15 years (Estimate = 0.04, p = .943) and 17 vs 15 years (Estimate = 0.26, p = .697), indicating that taiohi across age groups experienced similar gains. Gender effects were also non-significant—female vs male (Estimate = 0.12, p = .564), non-binary (p = .704), and "prefer not to say" (p = .559)—showing no meaningful variation in how this outcome was experienced. Length of engagement showed a similar pattern to Outcome 1 but did not reach statistical significance. Taiohi engaged for 1–2 years reported slightly weaker improvements than those engaged for 2+ years (Estimate = –0.37, p = .111), while those engaged for 6–12 months showed no notable difference (p = .606). Although not conclusive, the direction of the estimates suggests this outcome may deepen with longer-term involvement[23].

Table 23. Regression analysis of Outcome 3: Achieves educational goals

Model Coefficients - Achieves Educational Goals

Predictor	...ate	SE	t	p
Intercepta	5.0268	0.474	10.6047	<.001

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[23] As this finding is not statistically significant, subgroup variation under depth is not explored.

Age:

16 – 15	0.3308	0.890	0.3718	0.712
17 – 15	0.2794	0.974	0.2869	0.776
18 – 15	0.5665	0.972	0.5829	0.563
19 – 15	0.2370	0.985	0.2407	0.811
20 – 15	-0.3843	0.889	-0.4325	0.668
21 – 15	-0.0254	1.412	-0.0180	0.986

Gender:

Female – Male	0.5719	0.314	1.8239	0.076
Non-binary – Male	0.2446	0.777	0.3149	0.754
Prefer not to say – Male	0.7015	0.945	0.7421	0.462

Length at TCYS:

1-2 years – 2+ years	-0.2834	0.330	-0.8578	0.396
6–12 months – 2+ years	-0.2895	0.420	-0.6885	0.495

Programme:

Not in Education or Employment (NEET) Service – Guys 4 Guys Mentoring Programme	-1.2948	0.861	-1.5037	0.141
Not in Education or Employment (NEET) Service, Guys 4 Guys Mentoring Programme – Guys 4 Guys Mentoring Programme	-1.9754	0.981	-2.0128	0.051
Youth Payment (YP) Service – Guys 4 Guys Mentoring Programme	-1.2277	1.104	-1.1116	0.273
Not in Education or Employment (NEET) Service, Holiday programmes – Guys 4 Guys Mentoring Programme	-0.8826	0.932	-0.9472	0.349
Not in Education or Employment (NEET) Service, Youth Justice – Guys 4 Guys Mentoring Programme	-1.3092	1.081	-1.2113	0.233

Young Parent Payment (YPP) Service – Guys 4 Guys Mentoring Programme	-1.5733	0.933	-1.6869	0.099
Youth Payment (YP) Service, Not in Education or Employment (NEET) Service – Guys 4 Guys Mentoring Programme	-1.5523	1.326	-1.1708	0.249
Youth Payment (YP) Service, Not in Education or Employment (NEET) Service, Guys 4 Guys Mentoring Programme – Guys 4 Guys Mentoring Programme	-0.5933	1.207	-0.4917	0.626

a Represents reference level

The regression analysis shows no statistically significant predictors of how deeply taiohi felt they achieved their educational goals. All age categories have p-values well above .05, indicating that perceptions of educational achievement do not differ by age. Similarly, gender does not significantly influence this outcome; although females reported slightly higher ratings than males (Estimate = 0.57), this difference was not statistically significant (p = .076).

Length of engagement at TCYS also shows no significant effect. Taiohi engaged for 1–2 years or 6–12 months reported similar educational gains to those involved for 2+ years, suggesting that improvements in educational outcomes may depend more on external factors—such as school environments, vocational pathways, or individual circumstances—than on duration at TCYS alone.

Across programme types, most differences are also non-significant. The only programme category approaching significance is the NEET + Guys 4 Guys combination (Estimate = –1.98, p = .051), where participants reported somewhat lower perceived educational progress compared with those in Guys for Guys alone. This may reflect higher complexity or more disrupted educational histories among taiohi in multi-service pathways. However, given the small subgroup sizes, these results should be treated with caution.

Overall, the analysis indicates that no demographic, duration, or programme variables reliably predict differences in educational goal achievement, and therefore no subgroups are identified for Outcome 3. The outcome is valued at the cohort level in the SROI.

Table 24. Regression analysis of Outcome 4: Gains employment

Model Coefficients - Gains Employment

Predictor	Estimate	SE	t	p
Intercept[a]	6.1554	0.299	20.6053	<.001
Age:				
16 – 15	-0.5533	0.561	-0.9867	0.330
17 – 15	-0.0441	0.614	-0.0718	0.943
18 – 15	0.2757	0.613	0.4502	0.655
19 – 15	-0.2109	0.621	-0.3397	0.736
20 – 15	-0.7575	0.560	-1.3528	0.184

21 – 15	-0.5539	0.890	-0.6225	0.537
Gender:				
Female – Male	-0.2126	0.198	-1.0760	0.288
Non-binary – Male	-0.5313	0.489	-1.0855	0.284
Prefer not to say – Male	-0.0976	0.596	-0.1639	0.871
Length at TCYS:				
1-2 years – 2+ years	-0.1943	0.208	-0.9328	0.356
6–12 months – 2+ years	0.3502	0.265	1.3216	0.194
Programme:				
Not in Education or Employment (NEET) Service – Guys 4 Guys Mentoring Programme	-1.3335	0.543	-2.4575	0.018

Not in Education or Employment (NEET) Service, Guys 4 Guys Mentoring Programme – Guys 4 Guys Mentoring Programme	-1.5166	0.619	-2.4521	0.019
Youth Payment (YP) Service – Guys 4 Guys Mentoring Programme	-1.5270	0.696	-2.1938	0.034
Not in Education or Employment (NEET) Service, Holiday programmes – Guys 4 Guys Mentoring Programme	-0.8107	0.587	-1.3805	0.175
Not in Education or Employment (NEET) Service, Youth Justice – Guys 4 Guys Mentoring Programme	-2.2930	0.681	-3.3664	0.002
Young Parent Payment (YPP) Service – Guys 4 Guys Mentoring Programme	-2.3888	0.588	-4.0643	<.001
Youth Payment (YP) Service, Not in Education or Employment (NEET) Service – Guys 4 Guys Mentoring Programme	-2.5377	0.836	-3.0372	0.004
Youth Payment (YP) Service, Not in Education or Employment (NEET) Service, Guys 4 Guys Mentoring Programme – Guys 4 Guys Mentoring Programme	-1.4311	0.760	-1.8820	0.067

[a] Represents reference level

The regression analysis shows that age, gender, and length of engagement at TCYS do not significantly influence how strongly taiohi feel they have gained or become more ready for employment. All age coefficients were non-significant (p = 0.184–0.943), indicating that perceived employment gains are experienced similarly across younger and older taiohi. Gender effects were also non-significant (p = 0.284–0.871), suggesting that male, female, and non-binary taiohi benefited similarly. Length of engagement did not predict differences either (1–2 years: p = 0.356; 6–12 months: p = 0.194), indicating that employment readiness may depend more on external labour market factors or individual circumstances than on time spent at TCYS.

Programme type, however, shows meaningful variation. Several programme pathways were associated with significantly lower employment gains relative to the reference group (Guys 4 Guys). These include:

- NEET Service (Estimate = –1.33, p = 0.018)
- NEET + Guys 4 Guys (Estimate = –1.52, p = 0.019)
- Youth Payment (YP) (Estimate = –1.53, p = 0.034)
- NEET + Youth Justice (Estimate = –2.29, p = 0.002)
- Young Parent Payment (YPP) (Estimate = –2.39, p < .001)
- YP + NEET (Estimate = –2.54, p = 0.004)

These findings show that employment gains are broadly consistent across age and gender and are not significantly influenced by engagement length. Where lower scores do appear—particularly among taiohi in more complex programme pathways—they likely reflect the greater structural and personal barriers these young people face, such as unstable housing, caregiving responsibilities, justice-system involvement, disrupted education, and the limited employment opportunities available in Dannevirke, rather than any difference in service effectiveness. However, because the sample sizes within these subgroups are small, these patterns cannot be interpreted as conclusive or generalisable.

Table 25. Regression analysis of Outcome 6: Reduced offending

Model Coefficients - Reduced Offending

Predictor	Estimate	SE	t	p
Intercept[a]	4.8370	0.383	12.6313	<.001
Age:				
16 – 15	0.3970	0.719	0.5524	0.584
17 – 15	1.0403	0.787	1.3223	0.194
18 – 15	0.7607	0.785	0.9688	0.338
19 – 15	0.7194	0.796	0.9043	0.371
20 – 15	-0.0711	0.718	-0.0990	0.922
21 – 15	1.3985	1.141	1.2261	0.227

Female – Male	0.0398	0.253	0.1572	0.876
Non-binary – Male	-0.3880	0.627	-0.6183	0.540
Prefer not to say – Male	0.2793	0.764	0.3657	0.717

Length at TCYS:

1-2 years – 2+ years	-0.2963	0.267	-1.1099	0.274
6–12 months – 2+ years	0.1394	0.340	0.4103	0.684

Programme:

Not in Education or Employment (NEET) Service – Guys 4 Guys Mentoring Programme	-0.8770	0.696	-1.2608	0.215
Not in Education or Employment (NEET) Service, Guys 4 Guys Mentoring Programme – Guys 4 Guys Mentoring Programme	-1.9159	0.793	-2.4164	0.020

Youth Payment (YP) Service – Guys 4 Guys Mentoring Programme	-1.3804	0.892	-1.5471	0.130
Not in Education or Employment (NEET) Service, Holiday programmes – Guys 4 Guys Mentoring Programme	-0.4351	0.753	-0.5780	0.567
Not in Education or Employment (NEET) Service, Youth Justice – Guys 4 Guys Mentoring Programme	-0.0162	0.873	-0.0186	0.985
Young Parent Payment (YPP) Service – Guys 4 Guys Mentoring Programme	-2.2754	0.753	-3.0200	0.004
Youth Payment (YP) Service, Not in Education or Employment (NEET) Service – Guys 4 Guys Mentoring Programme	-1.3000	1.071	-1.2137	0.232
Youth Payment (YP) Service, Not in Education or Employment (NEET) Service, Guys 4 Guys Mentoring Programme – Guys 4 Guys Mentoring Programme	-0.5977	0.975	-0.6132	0.543

[a] Represents reference level

This regression examines which factors predict how strongly taiohi feel they are less likely to engage in offending or risky behaviour. As noted previously, this outcome reflects self-reported perceptions rather than verified offending data.

Age was not a significant predictor of reduced offending (all $p > .19$). Coefficients were small and non-significant—for example, 17 vs 15 years (Estimate = 1.04, $p = .194$)—indicating that

reductions in risky behaviour were experienced similarly across age groups. Gender also showed no significant effects, with females (p = .876), non-binary taiohi (p = .540), and those selecting "prefer not to say" (p = .717) reporting similar perceived reductions to males.

Length of engagement was also non-significant. Taiohi engaged for 1–2 years reported slightly smaller reductions than those with 2+ years (Estimate = –0.30, p = .274), while those involved for 6–12 months showed a small positive but non-significant effect (p = .684). This suggests that duration of involvement does not reliably predict changes in risky behaviour.

Across programme pathways, most differences were non-significant. Two groups—NEET + Guys 4 Guys (Estimate = –1.92, p = .020) and Young Parent Payment (YPP) (Estimate = –2.28, p = .004)—reported lower reductions in offending relative to Guys 4 Guys. These patterns likely reflect the greater structural and personal challenges faced by these taiohi rather than any differences in programme effect. However, subgroup sample sizes are very small, which limits confidence in drawing strong or generalisable conclusions from these trends.

Importantly, the regression does not show Youth Justice as significant (p = .985). However, descriptive survey data indicated that the single taiohi in this pathway rated their reduction in offending as 5 (the maximum score)—an encouraging qualitative insight, though not statistically testable due to the sample size of one.